



## Request for Proposal/Application: Executive Director

<b>Title:</b>	Executive Director
<b>Classification:</b>	Full-time; exempt
<b>Work Environment:</b>	Home office; some required travel; must reside in Washington DC area
<b>Reporting:</b>	Reports to the Board of Directors
<b>Initial Contract:</b>	3-year Employment Contract (possible Grant Requirement) with Possibility of extension based on performance

### ABOUT NAFOA

NAFOA is a national non-profit organization (“Organization” or “NAFOA”) providing leadership for the advancement of independent and culturally-vibrant American Indian and Alaska Native communities by promoting excellence in financial management, advocating sound economic and fiscal policy, developing innovative education initiatives, and providing essential information, resources, and support to meet the challenges of economic growth and change.

### POSITION OVERVIEW

The Executive Director serves as chief executive officer of the organization, and is responsible for overseeing the administration, programs, and strategic plan of the organization. The position reports directly to the Board of Directors.

### General Responsibilities of the Executive Director

**Board Governance.** Works with the Board in order to fulfill the organization’s mission.

- A. Responsible for leading NAFOA in a manner that supports and guides the organization’s mission as defined by the Board.
- B. Responsible for communicating effectively with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.

**Financial Performance and Viability.** Develops resources sufficient to ensure the financial health of the organization.

- A. Responsible for the fiscal integrity of NAFOA, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.

- B. Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
- C. Responsible for fundraising and developing other resources necessary to support NAFOA's mission.

**Organization Mission and Strategy.** Works with the Board and staff to ensure that the organization's mission is fulfilled through programs, strategic planning, and community outreach.

- A. Responsible for implementation of NAFOA's programs that carry out the organization's mission, including the acquisition and retention of Members.
- B. Responsible for strategic planning to ensure that the organization can successfully fulfill its mission into the future.
- C. Responsible for the enhancement of NAFOA's image by being active and visible in Indian country, the community generally, and by working closely with Tribal, federal, state, and local governments as well as other professional, civic and private organizations.

**Organization Operations.** Oversees and implements resources to ensure that the operations of the organization are appropriate.

- A. Responsible for the administration of NAFOA's operations.
- B. Responsible for recruiting, hiring, managing (including disciplining), and retaining competent, qualified staff.
  - 1) All staff members will report directly to the Executive Director through an organization chart established by the Executive Director.
- C. Responsible for signing all notes, agreements, and other instruments made and entered into and on behalf of the organization.

## **POSITION RESPONSIBILITIES**

Position responsibilities include, but are not limited to, the following:

1. Overall management and implementation of NAFOA programs, and its strategic, tactical and daily operations; and all financial operations;
  - a. Coordinate the development or implementation of budgetary control systems, recordkeeping systems, or other administrative control processes.
  - b. Direct, plan, or implement policies, objectives, or activities of NAFOA to ensure continuing operations, to maximize returns on investments, or to increase productivity.
2. Oversee and direct all legal and legislative affairs of NAFOA;
  - a. Negotiate or approve contracts or agreements with suppliers, distributors, federal or state agencies, or other organizational entities.
3. Ensure effective and cost-efficient operating policies and procedures, recordkeeping systems, and reporting protocols;
4. Direct all activities that support NAFOA conference and meeting functions;

5. Provide regular reports to the Board including, contracts, grants, programs, financial, and other relevant categories;
6. Develop, implement, and manage high-quality strategic plans and goal-setting, while ensuring that short- and long-term goals are met or exceeded;
7. Review and analyze legislation, laws, or public policy and recommend changes to promote or support interests of tribal nations.
8. Make presentations to legislative or other government committees regarding policies, programs, or budgets.
9. Act as a catalyst for meaningful and relevant policy change;
10. Oversee all aspects of talent management including, but not limited to, recruiting, screening, hiring, onboarding, ongoing personnel management, training, and discipline;
  - a. Appoint department heads or managers and assign or delegate responsibilities to them.
  - b. Analyze operations to evaluate performance of NAFOA or its staff in meeting objectives or to determine areas of potential cost reduction, program improvement, or policy change.
  - c. Implement corrective action plans to solve organizational or departmental problems.
  - d. Establish departmental responsibilities and coordinate functions among departments and sites.
  - e. Review reports submitted by staff members to recommend approval or to suggest changes.
11. Ensure that staff performance and engagement remain high, are rigorously ethical and aligned with subject matter issues affecting the interests of tribal nations;
12. Oversee all aspects of the NAFOA Institute.
13. Lead by example, provide clear/consistent performance standards, manage performance issues decisively, enable good communication practices, and motivate staff to maximize engagement, results, and performance;
14. Develop and retain a high performing managerial team across all functional groups, and support work efforts and goals by providing strategic and functional leadership, regular feedback, and direction;
15. Develop and strengthen NAFOA's capacity to serve its membership through fundraising, legislative and policy work, advocacy, education, awareness and public relations initiatives, alliances, partnerships, fundraising, communication, and meeting forums;
16. Oversee and direct the development of policy and programmatic issues and provide analysis, information, and recommendations to assist the Board in developing policy positions, and priorities;
17. Serve as the principal staff liaison to tribal nations, federal contracting agencies, and other funding sources regarding project development, contract/grant development, and negotiations, including implementation and management in a way that best serves NAFOA and its membership;
18. Serve as principal liaison with tribal nations, the U.S. Congress, Congressional Committees and Sub-Committees, and the President's Administration related to tribal advocacy activities;

19. Coordinate and communicate with all involved in the advocacy process, oversee the development of testimony, briefing papers, reports, marketing and educational materials as may be required to follow up and track legislation, policy issues and other matters of concern to tribes, and provide timely communication with all involved in the advocacy process including the use of social media;
  - a. Interpret and explain policies, rules, regulations, or laws to organizations, government or corporate officials, or individuals.
20. Foster relationships with NAFOA partners by convening and regularly communicating with an array of tribal nations and national, regional, and tribal organizations focused on a broad range of policy priorities;
21. Develop relationships and contacts that are necessary to further the overall mission and responsibilities of NAFOA, including interaction with federal partners, national and regional organization partners, constituent inquiries, and correspondence;
22. Serve as the principal external liaison with the media, other Native organizations, non-Native support groups, and federal and state agencies;
23. Serve as a public relations liaison in a manner that preserves, protects, and strengthens the reputation and integrity of NAFOA;
24. Participate on external committees, boards and/or commissions with full disclosure to the Board, and serve on internal ad hoc, permanent committees or task forces of NAFOA as a member or ex-officio member at the discretion of Board;
25. Effectively serve as an adviser and executive staff member for the Board as elected officials that were elected by member tribal nations to steer the organization and directly reflect the views, values, and ethics of the tribal nations that NAFOA represents, and execute their vision for the organization;
26. Maintain regular and ongoing communication to build strong relationships with the entire Board, providing leadership and support to members at all times, including communicating effectively with the Board by providing members with all information necessary to continually function properly and make informed decisions in a timely and accurate manner; and
27. Other responsibilities as reasonably determined or assigned.

## **KNOWLEDGE AND SKILLS**

### **Knowledge**

- **Administration and Management** — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- **Personnel and Human Resources** — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
- **Law and Government** — Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process. Knowledge of Indian Country issues required.

- **Accounting** — Knowledge of accounting principles and practices.
- **Education and Training** — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.

### **Your Response to This Request for Proposal/Application**

In responding to this request, we ask that the following information be provided:

1. Cover Letter
  - a. Full name and address of the applicant.
  - b. If you are Native American, please name tribal affiliation/membership.
  - c. Statement indicating whether the proposal includes all of the scope of services or only some. *If it is not all of the work, clearly state which sections are included.*
2. Experience
  - a. Provide a brief description of your experience with Executive Director, Policy Legislation or similar positions.
  - b. Describe your relevant experience with not-for-profit organizations including successful work performed for similar size organizations. Include a listing of not-for-profit organizations you have worked for either as an employee or as a contractor.
  - c. Describe your relevant experience with Native American tribes, entities, or other related Native American organizations and Indian Country.
  - d. Please provide name and contact information for at least three (3) individuals who may be contacted for reference purposes.
3. Statement of Salary Expectations
  - a. Outline salary expectations and indicate whether the expectation is salary only or salary plus perceived benefit value (this includes health insurance, dental and vision insurance benefits and 401(k) and PTO benefits).
4. Statement of Interest
  - a. Describe your interest in NAFOA and helping the organization achieve its mission.
  - b. NAFOA is interested in continuous improvement and would like to benefit from the applicant's experience working with not-for-profits. Describe situations where you have provided not-for-profit employers with innovative ideas with fund raising, management or other examples where you have assisted previous employers with improving processes.

- c. Describe how and why you are different from other applicants being considered.
5. Other Considerations
    - a. Proposals should not exceed ten (10) pages in length, including appendices.
    - b. Any documentation or information shared with potential applicants by NAFOA during the RFP process is deemed to be confidential and proprietary to NAFOA. Such documentation or information is to be used solely for the preparation of a proposal. No documentation or information can be shared with third parties.

### **Evaluation of Proposals/Applications**

NAFOA will evaluate proposals/applications on a qualitative and quantitative basis. This includes our review of your application proposal/application and related materials, interviews with senior personnel, salary expectations, and your completeness and timeliness in its response. NAFOA reserves the right to reject any and all proposals and/or request clarification of information regarding submitted proposals.

### **Submission**

All proposals/applications should be submitted electronically at [pfagan@nafoa.org](mailto:pfagan@nafoa.org) before 5:00 p.m. CDT on June 9, 2021. Any proposals/applications received after this time will not be considered. A meeting with the Board Members of NAFOA will be scheduled the week of June 14th, and top candidates to present their proposals and discuss their application. All proposing applicants will be notified once an applicant has been selected.

If you have questions or need additional information to complete your proposal/application, please contact Director of Operations and Human Resources, Pamela Fagan, via e-mail.

**Pamela Fagan**

**Director of Operations and Human Resources**

[pfagan@nafoa.org](mailto:pfagan@nafoa.org)