

PRESIDENT
AFS INTERCULTURAL PROGRAMS USA
New York, New York

*AFS Intercultural Programs USA works toward a more just and peaceful world
by providing international and intercultural learning experiences
to individuals, families, schools, and communities through a global volunteer partnership.*

Executive Summary

AFS Intercultural Programs USA (AFS-USA), the largest partner within the worldwide nonprofit volunteer-based organization, AFS Intercultural Programs, (AFS) seeks a new President. This is an exciting opportunity to provide strategic vision and leadership to a well-respected educational exchange organization that promotes intercultural understanding and peace around the world.

For 60 years, AFS has sponsored international educational exchanges that have helped to enhance intercultural understanding and, in the process, have served as a training ground for tomorrow's world leaders. It provides a vehicle for young people to exchange ideas, information, and experiences by living and studying internationally, usually with a volunteer host family. These early intercultural experiences transform the students and their host and natural families in very profound ways. It leaves all participants with a legacy that lasts a lifetime, influencing their identities, lifestyles, values, and career choices.

Many participants have gone on to become business leaders, politicians, diplomats, educators, international scholars, art historians, entertainers, scientists, journalists, and, in at least one case, an astronaut. Some well-renowned AFS alumni include Lee Bollinger, President of Columbia University; R. James Woolsey, former Director of the CIA; John Berendt, author and Pulitzer Prize nominee; Cesar Gaviria, former President of Colombia; Jan Eliasson, former President of the U.N. General Assembly; and many ambassadors from around the world, in such countries as Germany, Japan, United States, Sweden and Micronesia, to name a few.

Today, AFS Intercultural Programs is widely recognized as the pioneer and leader in intercultural education and exchange for high school students and teachers. AFS was the first student exchange program in the Soviet Union and an early pioneer in student and teacher exchanges with China. Every year, AFS-USA sends more than 1,500 high school students abroad and welcomes more than 2,700 students from other countries into the United States. They are supported by more than 4,500 AFS registered volunteers in the United States and 30,000 active volunteers worldwide. Its mission has grown into one of the largest volunteer efforts in the world, serving more than 11,000 high school students, young adults, and teachers who are exchanged annually.

AFS-USA's operating budget for the fiscal year ending December 31, 2005 totaled \$27.7 million, with revenues derived primarily from three funding sources: program revenue (hosting and sending), government grants, and fundraising. AFS-USA fundraising comes from individual donors or foundations, and about 70 percent of those donors are AFS alumni. AFS-USA awards over \$1.5 million in financial aid and scholarships annually and has a 2006 annual operating budget of approximately \$30 million.

Working with 170 staff in the United States and colleagues in more than 50 partner countries around the world, the new President will lead a complex and multi-faceted volunteer-based organization that is intent on extending its reach and impact. The key challenges for the new President will be to:

- fine-tune AFS-USA's strategic vision
- reinvigorate the operational model and develop innovative volunteer structures
- expand revenue sources and fundraising activities
- increase brand awareness and market position
- develop new programming and new strategic alliances
- strengthen communication and engagement with all constituents
- improve accountability and managerial discipline
- work with the Board to leverage its strengths

The new President will be taking the helm at a critical moment in the history of AFS-USA, as it seeks to make headway on these important initiatives. Within this context, AFS-USA looks for an individual who can lead the organization to a stronger, more stable position, while remaining true to its mission and founding vision.

THE IDEAL CANDIDATE

AFS-USA will search internationally for a strategic, persuasive leader with strong operational and interpersonal skills, a demonstrated passion for the organization's mission, and the ability to work with, inspire, and motivate volunteers. While no one candidate will meet all of these criteria, the successful candidate will bring many of the following qualifications and personal attributes:

- A minimum of 15 years of successful professional experience demonstrating advancement in management ability and leadership skill, preferably in a volunteer-based international organization with multiple offices or sites. Experience setting and implementing strategy, managing growth and change, and overseeing complicated financial and organizational operations. The new President could come from an NGO, public sector, corporate, or academic background. An undergraduate degree is required.
- Cultural humility and sensitivity are essential to working effectively with partners throughout the AFS network. Outstanding interpersonal skills to inspire and work in close collaboration with a wide variety of people at all levels and across cultures. An understanding of the dynamics of an organization with multiple constituencies and interdependent interests.

An ability to connect with young students who are the majority of AFS-USA's customers. An understanding of adolescent/family crisis management.

- Successful fundraising experience in either a volunteer or professional capacity in a not-for-profit organization, or analogous experience in a corporate environment;

A record of attracting, motivating, leading, developing, and retaining excellent staff, providing them with a clear sense of direction, and delegating effectively.

- Public presence with strong motivational and communication skills. The experience and inclination to be an effective, outgoing spokesperson for AFS-USA and its communities of interest. An ability to operate in the spotlight without insisting on it.

The position is based at the AFS-USA Headquarters in New York, New York. It requires considerable domestic and international travel, which is estimated to range from 30% to 50% of the time and might approach 70% in the first year in order to visit key constituencies. **To learn more about AFS-USA, please visit their web site at www.usa.afs.org/usa_en/home.**

TO APPLY

Electronic submission of all inquiries, nominations/referrals, and resumes with cover letters is preferred and should be sent in confidence to: Vivian Brocard, Vice President and Martha Brest, Managing Associate, **Isacson, Miller**, 334 Boylston Street, Suite 500, Boston, MA 02116, e-mail: 3322@imsearch.com; fax: (617) 262-6509.

In keeping with its commitment to build a culturally diverse community, AFS-USA invites applications from women, people of color, and individuals with disabilities