



## **President & CEO: An Opportunity Profile**

We are seeking a new President & CEO at a time when our world and CLC itself are contending with the sustained impact of the COVID-19 Pandemic. In spite of a stressed world and economy, CLC remains vibrant and nimble in this dynamic environment.

Our response to this situation is true to our core of faith, hope and charity. The needs our founders set out to meet still call for our commitment and service. Our mission is not changed. Our passion is not diminished. Our values have not been altered. Our opportunities to love others as we have been loved may be greater than at any time we have known.

In this context, we are seeking a new President & CEO who is strategically-focused, innovative and gifted with a servant leader heart.

Our new President & CEO will bring four primary, demonstrable gifts to Christian Living Communities.

1. The first is a personal faith that translates to gracious Christian thought and action.
2. The second is a seasoned and reliable commitment to our mission: he or she must fully understand it, embrace it and be willing to give himself or herself to it enthusiastically.
3. Third is an understanding of our changing world including the complexities in healthcare, and the many opportunities presented to the growing demographic of older adults and their residential living and continuum-of-care options.
4. Fourth is a leadership style with a nurturing personality able to strengthen others, bringing out the best in all of us.

### **Personal Faith and Humility**

The President & CEO we seek will be ready to articulate and embody her or his personal faith. Along with members of the CLC Board and professional team, the President & CEO is expected to affirm the central truths of traditional Christianity.

We speak often, perhaps too easily, of “servant leadership” which lies at the heart of qualities we seek. We seek someone who lives our Core Values and has sufficient confidence to make difficult decisions without becoming a lonesome decision maker; to solicit advice from others who may have insights, and to winnow wisdom from the advice that is offered; to report with full transparency and honesty to the Board which is elected to govern; and in humility to encourage Board members and leadership colleagues to be courageous when dealing with change while remaining faithful to the Vision and Mission that have brought us thus far.

The preferred candidate will demonstrate the character traits we most admire in our professional associates. The person we seek will value inclusiveness and diversity, will prefer collaboration and consultation in decision making, and will prove a colleague and partner to all with whom she or he serves. A reputation for integrity, discernment, and strength of character will be evident in all they do.

### **Commitment to CLC Vision, Mission and Values**

Our Vision is to create communities where aging is honored and celebrated.

Our Mission is to enrich the quality and dignity of life for older adults through services and care that reflect Christian love, respect and compassion toward each individual.

Our next President & CEO will advance a clear direction for the whole of CLC as well as its parts. We exist to enrich the lives of older adults, and we have been motivated throughout our history by allegiance to the call of our Lord, “As I have loved you, so you must love one another” (John 13:34b).

Our CLC Vision and Mission are expressed daily through our “Culture of We!”:

#### **We! Embrace the Possibilities**

- We build on our faith foundation, knowing that God will lead us into a hopeful future.
- We are passionate about innovation, always finding new ways to meet the needs of an ever-changing world.
- We live out true servant leadership with integrity, by inspiring others to achieve the greater vision.

#### **We! Care for Each Other**

- We honor each person, encouraging and nurturing each one’s unique, God-given gifts.
- We foster whole-person wellness by encouraging and practicing positive work-life balance, and developing resources to help team members thrive.

- We build relationships characterized by compassionate listening, genuine understanding, and unconditional love.

### **We! Celebrate**

- We know that gratitude is central to the health and wholeness of each person, so we look for opportunities to respectfully say “thank you.”
- We believe that by honoring and celebrating our diversity, we create unity.
- We encourage moments of spontaneous joy and celebration.

### **Valuing Critical Relationships**

CLC is, in its essence, a complex network of relationships molded by service and sustained by commitments to a single mission.

Our Board of Directors is gifted and committed. From our founding to the present day, our Board has been an active, fully engaged body. The Board selects the President & CEO, and entrusts full authority for him or her to lead the organization. While leading, the President & CEO will value a close relationship with each board member, with a comfortable, trusted, always transparent style of communication.

The Leadership Team within CLC is a gift to the organization and those we serve. Experienced executives bring both remarkable skills and sterling character to the challenging work for which they are responsible. The word “team” is more than a title; it is in the nature of CLC’s leadership. Therefore, we look for a new President & CEO who welcomes her or his role as another member of the team, one with unique leadership responsibilities who builds up others and delights in the achievements of colleagues.

The residents and clients of CLC – those in both legacy and owned communities, as well as those in communities we are engaged to manage – are not objects or numbers. They are children of God, placed in our care so our mission can be achieved. They would like to know our President & CEO, and the person we seek would like to know them.

The network of CLC relationships includes donors who enthusiastically embrace our mission, families who entrust us with their loved ones, neighbors, government officials, pastors and their congregations, researchers and clinicians, and our valued team members. Our next President & CEO will learn, sustain and grow these relationships on behalf of CLC.

## **Leadership Skills for a Changing World**

The best candidate could come from another background such as business, healthcare, hospitality, ministry, or higher education. The desired candidate will be a clear and visible communicator and must speak and act with powerful sincerity and respect in all settings. He or she will be an engaged colleague to Board and team members, an innovative and entrepreneurial thought-leader who carefully stewards CLC's resources but does not fear investing these resources in growth that furthers our mission. She or he will be comfortable leading in a highly competitive environment.

The next President & CEO must understand the complexities and opportunities presented in the healthcare market and a desire to respond to opportunities the Baby Boomers present as they enter their senior years. Over the next 30 years, the 65+ population will be larger than the younger generations. This represents both challenges and opportunities to CLC. Additionally, our next President & CEO will have expertise and experience in many or all of the following areas:

- Strategic thinking
- Innovative, solution-oriented problem solving
- Comfortable with mergers and acquisitions
- Gifted with financial acumen
- Fundraising expertise and experience
- Understanding of older adult living ideas and realities
- Willingness and aptitude to be visible both internally and externally

CLC is a growing organization, and values growth. While addressing the changing marketplace in attracting new residents and new partnerships, the next President & CEO must balance growth opportunities with our team's capacity and commitments already made to our current constituents.

Our new President & CEO will understand both the opportunities and the limits of growth, and will constantly care first for those already a part of CLC.