



Executive Director, Major Gifts  
National Public Radio  
Washington, D.C.  
<http://www.npr.org/>

*Send Nominations or Cover Letter and Resume to:*  
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### ***The Opportunity:***

A thriving, mission-driven multimedia organization, NPR produces award-winning news, information and music programming in partnership with hundreds of independent public radio stations across the nation. NPR listeners value information, creativity, curiosity and social responsibility — NPR employees do too. The organization and its staff are innovators and leaders in diverse fields, from journalism and digital media to IT and development. Every day NPR employees and member stations touch the lives of millions worldwide.



In a time of media fragmentation and sound bites, NPR has succeeded by focusing on its core: in-depth, quality news. NPR has evolved from a secondary to an essential news source, with dozens of bureaus around the world and the nation. Drawing on more than 340 news staff (reporters, correspondents, newscasters,

editors, producers, hosts and bloggers) in the United States and abroad — from Washington, D.C., and New York City, to Beijing and Dakar, NPR has the capacity to stay on top of breaking news, follow the most critical stories of the day and track complex issues over the long term.

On-air and online, NPR presents fact-based, independent journalism that examines and airs diverse perspectives. NPR's journalists strive for mastery of the narrative form, telling stories in ways that transport the audience to the places where news is happening and introducing the people affected.

Beat reporters, with expertise on everything from the Supreme Court to the media industry, originate stories and produce explanatory and investigative journalism. They ask tough questions and explore the most controversial and complex topics with fairness, context and editorial independence.

Since 1971, NPR journalists and programming have won hundreds of awards for investigative reports, outstanding features and series, digital innovations and bodies of coverage. Among the highest honors: 36 Alfred I. duPont-Columbia University Awards, 62 George Foster Peabody Awards and 23 awards from the Overseas Press Club of America.

NPR seeks to hire a dynamic, experienced and mission-driven Executive Director, Major Gifts to lead a team of individual giving officers based at NPR headquarters in Washington, D.C. Reporting to and partnering closely with the chief development officer, the Executive Director, Major Gifts will manage individual giving for the Eastern and Midwestern U.S.; implement fundraising best practices; oversee donor strategy, moves management (cultivation, solicitation and stewardship) and donor recognition; manage a portfolio of major gift donors and prospects; and work with all of NPR development to continue building a strong culture of philanthropy for public radio. In addition to working to enhance NPR's donor base and development staff in the Eastern and Midwestern region of the U.S., the Executive Director will also play a prominent role in any campaign planning and implementation.

NPR has an impressive group of loyal, generous donors and volunteers. In addition to long-term relationships with significant funders like The Bill & Melinda Gates Foundation, The Ford Foundation and Knight Foundation, NPR has been successful in attracting and retaining donors to support an organizational annual fundraising goal of \$30 million plus. There is room to grow NPR's individual giving program and NPR is well positioned to execute this in the current fundraising environment.

NPR listeners are passionate about public radio and are committed to seeing NPR elevate its important work. The NPR brand is stronger than ever and more relevant than ever. Journalists face an increasingly challenging media landscape but it is the power of the public radio network — local stations working in partnership with a national network — that makes NPR and its reporting unique. As NPR looks to the future,

more resources are required. A comprehensive fundraising campaign is in the (very) early stages of planning, in addition to plans for increasing annual fundraising goals and expanding the NPR development team. Additional funds will help to ensure NPR can continue its mission-based work to strengthen and deepen local, regional, national and international news coverage and offer the highest quality of music and cultural programming now and for future generations of listeners.

## Position Overview – Executive Director, Major Gifts

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A member of the CDO's senior team, the Executive Director, Major Gifts will have the opportunity to make a major impact on the philanthropic future of NPR.

The ideal candidate will have a strong foundation of best practice fundraising knowledge, a track record of fostering successful long-term relationships with individual donors and also the ability to coach, mentor and develop a growing team of major gift fundraisers. S/He will also join a leadership team that is dynamic, collaborative, collegial and effective. Establishing a supportive, yet highly productive, organizational culture is paramount to the division's success so the successful candidate will have to share the values of the CDO and her senior team.

S/He will be a strategic visionary who has keen business acumen, executive-level presence and will thrive in a fast-paced, creative, results-oriented culture.

### ***Essential Duties:***

#### **Develop and grow short- and long-term fundraising goals:**

- Manage a donor and prospect portfolio of 50-100 prospects with significant capacity and the ability to make high five-, six-, seven- and eight-figure gifts or pledges.
- Cultivate, solicit and steward this portfolio using moves management tools and fundraising best practices to ensure prospects and donors are moving through the appropriate prospect cycle.
- Manage a select group of NPR Foundation Trustees and other key volunteers in the Eastern and Midwestern U.S. who are essential to a high-functioning fundraising team.
- Work to build a more robust pipeline of NPR annual and major gift donors, prospects, champions and volunteers.

**Direct, manage and develop a team of four to five development staff to elevate NPR HQ’s culture of philanthropy and philanthropic reach:**

- Manage and mentor three to five individual giving officers, a writer and support staff based at NPR HQ and in the Midwest, set individual performance goals and benchmarks, encourage professional development, increase activity and accountability, conduct employee reviews and evaluations, and provide ongoing coaching and training.
- Work in partnership with the CDO and executive director of operations to oversee development operations at HQ, which includes, but is not limited to, donor processes, proposals, Raiser’s Edge updates and reports, development policies and procedures to ensure efficacy and efficiency.
- Implement and direct best practices in all development functions.

**Build strong alliances between NPR and member stations based in the Eastern and Midwestern U.S.:**

- Collaborate with member stations on strategies and requests for prospects who support both local and national public radio to encourage stretch gifts or pledges.
- Partner with member stations to host targeted events or receptions to engage donors, prospects, NPR Foundation Trustees or member station Board members.
- Provide a sounding board for member stations on all fundraising matters, assist member stations (to the extent possible or appropriate) with their fundraising aspirations, and encourage partnership at all levels.

**Assist in the planning and implementation of a fundraising campaign:**

- Work in partnership with the CEO, CDO, executive director, campaign and other NPR senior leadership to develop a comprehensive, national campaign for NPR.
- Develop work plans and timelines, assess campaign recognition and naming opportunities, outline campaign stewardship strategies, advise on campaign collateral and support materials, conduct select high touch/high tone campaign donor events, work with member stations on campaign requests or needs, and manage and advise campaign volunteers, Foundation Trustees, etc.

**Required skills and experience:**

- 10-15 years progressively responsible fundraising experience required (five plus at the management level).
- Bachelor’s degree required; advanced degree preferred.
- Proven track record closing significant gifts (\$1 million plus) and major gifts (\$100 thousand plus).
- Proven skills in managing relationships with high-net worth individuals or funders.
- Experience in significant and/or successful fundraising campaigns.

- Advanced interpersonal and communication skills with proven ability to support, manage and develop a team, and the ability to work closely and professionally with a wide range of constituents, including staff, Board members, member stations, external partners and donors/prospects.
- An entrepreneurial spirit and strong appetite to work in a developing philanthropic environment with lots of potential.
- Exceptional verbal and written communication skills and excellent attention to detail.
- Proven ability to manage multiple projects, to set and adjust priorities, and work under pressure while maintaining composure and a sense of humor.
- Ability to navigate and negotiate the political and institutional landscape around nonprofit journalism.
- Ability to understand and speak to federal legislation that influences public broadcasting, specifically public radio.
- Demonstrated success creating and tracking operating budgets, as well as reporting financial outcomes.
- Demonstrated ability to work in a fast-paced environment, meet concurrent deadlines, organize time and priorities, and do so in collaboration with diverse stakeholders.
- Strong commitment to NPR's code of ethics, standards and reputation as a nonpartisan public news organization.
- An understanding of complex fundraising organizations or federated nonprofit models is preferred.
- D.C.-based, willingness to relocate to the D.C. metro area, or East-coast based with willingness to travel frequently to D.C.
- Comfortable with extensive travel (40-50%).

*Does this sound like you? If so, we want to hear from you. If you apply for this job, [here's what you can expect in our interview process.](#)*

*NPR offers a competitive compensation and comprehensive benefits package, including health and wellness benefits, retirement and work/life balance programs, as well as opportunities for career growth and development.*

*NPR is an Equal Opportunity Employer.*

## Development Overview

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It is an exciting time for the development division at NPR. Under new executive leadership, the senior team is leading the division into a new era of cross-practice collaboration and divisional effectiveness. Under the

leadership of an energetic and experienced chief development officer, the division is moving toward becoming one of the best practice development shops in all of the nonprofit sectors.

For detailed information about philanthropy and the development success NPR has enjoyed, click to view [A Network Engaged, the 2016 Annual Report](#).

## Overview – National Public Radio

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The mission of NPR is to work in partnership with member stations to create a more informed public — one challenged and invigorated by a deeper understanding and appreciation of events, ideas and cultures.

To accomplish its mission, NPR produces, acquires and distributes programming that meets the highest standards of public service in journalism and cultural expression; it represents its members in matters of their mutual interest; and it provides satellite interconnection for the entire public radio system.



National Public Radio's roots go back to the earliest days of American broadcasting. In the 1920s, many of the country's first radio stations grew up at colleges and universities that wanted to experiment with this new medium to educate and entertain the public. In the late 1940s, the Federal Communications Commission allotted the lower end of the new FM band exclusively to noncommercial, educational stations, setting the stage for a major station expansion. This is where most public stations are still found today.

As commercial radio began its first decline with the advent of TV, public radio grew, along with public TV. The big breakthrough came in 1967, when President Lyndon Johnson signed the Public Broadcasting Act. This new law led to the creation of the Corporation for Public Broadcasting (CPB), which Congress called upon to encourage "the growth and development of non-commercial radio" and to develop "programming that will be responsive to the interests of the people."

CPB introduced technical and professional standards to improve what were then mainly small stations. Soon, CPB and individual stations saw the need for a national radio service to bring Johnson's vision to life.

NPR was incorporated on February 26, 1970, by 90 forward-thinking charter stations to provide national news programming. In April 1971, NPR hit the air with live coverage of the Senate hearings on the war in

Vietnam. Just a month later, NPR debuted its first weekday newsmagazine, *All Things Considered*. In 1977, NPR assumed a new responsibility — to represent the interests of NPR member stations (who had grown from 90 to 190) — before Congress, the FCC and others. NPR's morning newsmagazine, *Morning Edition*, launched in 1979, signaling that the network was becoming an all-day news service.

The 1980s brought a decade of transformational and tumultuous change. NPR launched the first ever nationwide, satellite-delivered radio distribution network to serve a growing network of about 250 stations, ushering in a decade that saw an explosion in new national programs for public radio. In 1983, NPR suffered a severe financial crisis; it emerged with stronger governance and management, and an improved business model that ultimately propelled growth for both NPR and stations.

In the 1990s, there was a growing interest in news — local, national and international, that led to expanded distribution of NPR programming and growth in audience. The Gulf War inspired the 1991 launch of NPR's first talk program, *Talk of the Nation*, and ultimately, the emergence of the public radio news-talk format. NPR launched *NPR Worldwide* in 1993, providing programming beyond the boundaries of the U.S., and throughout the decade NPR stations expanded their services — acquiring additional stations and growing their own programming and operations. The effort in 1994 to eliminate federal funding for public broadcasting led to an unprecedented burst in contributions from listeners, and a groundswell of non-partisan political support from the public. Federal support for public broadcasting was maintained.

September 11, 2001, was a turning point for NPR, a catalyst to shift its orientation even more fully to high-quality, contextual, timely news — both domestic and foreign. Over the past few years, NPR has extended its focus to build an equally compelling service on NPR.org, as well as mobile sites and apps. These digital platforms offer more ways to listen, learn and experience NPR and its member stations, and new people are discovering the network every day.

Today NPR is experiencing another era of innovation, not unlike the earliest days of radio — though much faster, and more chaotic and dynamic. The network's radio service offers a strong foundation, as NPR and its stations are actively embracing the power and potential of digital media to serve its mission.

## **Strategic Vision:**

In May 2014, the NPR Board of Directors adopted its strategic plan, which includes a declaration of NPR's strategic aspiration, four priorities and a description of the path forward toward their achievement, including aspirational outcomes and goals for the next three to five years for each of the priorities.

NPR aspires to be the model for high quality journalism in the 21st century, strengthening the cultural, civic and social fabric of our democracy. NPR will build on the heritage of its reporters and storytellers, on its intimate relationship with audiences, and on its capacity for innovation to create a space where audiences congregate, connect and contribute to a shared understanding of the wider world. It strives to feed the mind and satisfy the soul. To realize this strategic aspiration, NPR has established four strategic priorities. They are of equal weight and priority.

- **Create exceptional content.** NPR must enhance core news programs and distinctive topic coverage. NPR's investment in journalism over the past 40 years has fueled the growth in its audience and led it to become a preeminent source of news and cultural programming. NPR intends to build on this strong heritage — offering context, sparking conversation, and satisfying listeners' curiosity.
- **Expand, diversify and engage audiences.** Audience service is at the heart of public radio's purpose and its business. To be relevant and fulfill its mission, public radio must create news and entertainment content that serves the needs of the broad American public and innovate on new platforms. To be sustainable, public radio must generate revenues directly and indirectly (e.g., sponsorship, grants) from that audience.
- **Collaborate.** NPR must play a lead role in strengthening the non-commercial public radio network through collaboration, strategic partnerships, service and sound management. As a public media system, all parties will be strengthened by leveraging their collective assets and acting as a true interconnected network.
- **Grow net revenues.** NPR must increase revenues and effectively manage costs to ensure a sustainable financial business model for NPR and public radio. For the system to remain vital and viable, it must identify ways to increase net revenues, both at NPR and at all local stations. Entrepreneurial approaches in these areas, combined with strong cost management practices, must be embraced.

To read the full document, please visit: [strategic plan](#)

## ***NPR Funding:***

While NPR shares a mission with its stations, NPR is funded in significantly different but interrelated ways.

### **Member Station Finances**

As demonstrated in the following chart, NPR member stations rely most heavily on contributions from listeners. Sponsorship from local companies and organizations (also known as corporate sponsorship or business support) is the second largest source of support to stations.

Federal funding is essential to public radio's service to the American people. Its continuation is critical for both stations and program producers, including NPR.

Public radio stations receive annual grants directly from the Corporation for Public Broadcasting (CPB) that make up an important part of a diverse revenue mix that includes listener support, corporate sponsorship and grants. Stations, in turn, draw on this mix of publicly and privately sourced revenue to pay NPR and other public radio producers for their programming.

These station programming fees comprise a significant portion of NPR's largest source of revenue. The loss of federal funding would undermine the stations' ability to pay NPR for programming, thereby weakening the institution.

Elimination of federal funding would result in fewer programs, less journalism — especially local journalism — and eventually the loss of public radio stations, particularly in rural and economically distressed communities.

On average, less than 1% of NPR's annual operating budget comes in the form of grants from CPB and federal agencies and departments.

### **NPR Finances**

NPR is an independent, nonprofit media organization. It is also a membership organization of separately licensed and operated public radio stations across the United States.

A large portion of NPR's revenue comes from dues and fees paid by its member stations and underwriting from corporate sponsors. Other sources of revenue include institutional grants, individual contributions and fees paid by users of the Public Radio Satellite System (PRSS; i.e., distribution and satellite interconnection services).

To learn more about NPR's and member stations' finances, please visit: <http://www.npr.org/about-npr/178660742/public-radio-finances>

### ***Background Checks:***

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## Appendix

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### **Leadership:**



**Jarl Mohn**  
***President and CEO***

Jarl Mohn is president and CEO of NPR, one of the nation's most trusted sources of news and cultural content. In this capacity, Mohn oversees NPR's strategy to continue NPR's mission to create a more informed public by working in partnership with member stations across the country.

Mohn's deep media experience has spanned all media platforms as well as rapid changes in audience trends. He spent almost 20 years in radio, many as a disc jockey at stations including WNBC in New York. In addition to his on-air work in radio, he served as a programmer, general manager and owner of a group of radio stations. He created E! Entertainment Television, and served as its president and CEO for almost a decade. He is the former executive vice president and general manager of MTV and VH1 where he architected the strategy of long-form programming at the heart of the network today and diversified the networks' audiences by developing innovative programming around alternative music formats. He was also founding president and CEO of Liberty Digital, a public company that invested in cable networks, the Internet and online businesses.

Prior to joining NPR in July of 2014, Mohn served the Board of Trustees of Southern California Public Radio (SCPR) for more than a decade, including two years as chairman. He also spent over 12 years on the Board of The Annenberg School of Communication and Journalism, including six years as its chair. He has also been a corporate director and advisor to a number of media companies, making direct early stage angel and seed investments in digital media/technology ventures. Since 2008, he has served on the Board of Scripps Networks Interactive. He and his wife Pamela created The Mohn Family Foundation in 2000. He attended Temple University, where he studied mathematics and philosophy.



**Stephanie Witte**  
**Chief Development Officer**

Stephanie Witte joined NPR in 2017 as chief development officer. In this role, she builds collaborative fundraising capacities to help NPR secure transformational gifts for public radio, both nationally and locally. Witte's career includes leading fundraising roles at major universities and complex medical institutions where she oversaw teams responsible for multi-million-dollar fundraising campaigns and the cultivation and stewardship of major gifts. Before joining NPR, Witte served as the assistant vice chancellor of development for health sciences at the University of California, Los Angeles. As the former executive director of development at Columbia University Medical Center, she successfully closed and stewarded significant individual gifts and built collaborative, cross-departmental teams. Witte received a Bachelor of Science from the University of Cincinnati.

**Dianne Brace**  
**Executive Director, Institutional Giving**

Dianne Brace joined NPR in 2001 as development manager for cultural programming, following more than 25 years as a professional dancer and arts administrator, fundraiser and major events producer. She has worked at the National Endowment for the Arts, Dance/USA and the Association of Performing Arts Professionals, where she now serves on its national Board. Brace directs the institutional giving team, which is responsible for securing over \$20 million in annual foundation and government support for NPR's strategic initiatives and programming. She also manages funding relationships with the Corporation for Public Broadcasting and other key institutional funders, particularly for new initiatives and programs. She has studied arts administration and public policy at American University and the University of Washington, attended The Fundraising School and is a member of AFP.

**Perry Brimijoin**  
**Executive Director, Campaign**

Perry Brimijoin joined NPR fulltime in October 2017 after previously working with CCS since 2013 and has over 10 years of experience in the nonprofit and fundraising sector. Brimijoin recently completed campaign direction for the White House Fellows, leading them through a 50th Anniversary campaign which exceeded its goals by 120%. She excels in campaign direction, volunteer training and management, strategic planning, and communications and marketing. Brimijoin received a Bachelor's degree in Liberal Arts from Sarah Lawrence College in Bronxville, New York and a Master's in Public Management from Carnegie Mellon

University's Heinz College of Public Policy and Management, where she graduated with highest distinction. She is a member of the Association of Fundraising Professionals.

**Samira Malik**

***Senior Director, Development Operations***

Samira Malik joined NPR in July 2015 and assumed her current position in April 2017. Malik has over 15 years of experience in managing educational institutions' and nonprofit organizations' financial management and fundraising efforts through fiscal and strategic planning processes, financial forecasting, competitive exploration, donor analysis and benchmarking. She graduated from the University of Maryland with a B.A. in Psychology and is currently completing a dual degree at the University of Maryland (M.B.A. and M.S., Data Analysis, 2018).

**Shari Thomas**

***Executive Director, Donor Relations***

Shari Thomas joined NPR in July of 2009. Thomas brings 15 years of higher education and nonprofit experience to NPR. Her former event management role expanded recently to leading the donor relations team in fostering a culture of donor-focused stewardship and engagement. She has a B.A. in English Literature and has done graduate work in literature at Georgetown.

**Pamela Thompson**

***Executive Director, NPR West Development***

Pamela Thompson joined NPR in 2017 to focus on expanding NPR's fundraising reach in the West. Prior to NPR, Thompson was senior director of development for UCLA's Neurosciences group and spent about 20 years with the National Multiple Sclerosis Society in roles ranging from events, to consulting, to development and campaign direction. She has worked with the American Heart Association and the Marlborough School and has several years of experience in public relations. Thompson has seen all sides of fundraising; she is familiar with a federated/chapter model and is experienced in large, complex organizational structures. She received a B.A. in Humanities from Loyola Marymount University and a fundraising certification from the AFP (way back when it was called NSFRE).