



Position Specification

Chief Executive Officer
JSI Research & Training Institute, Inc., John Snow, Inc., and
World Education, Inc

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Our Client

JSI Research & Training Institute, Inc., is a Boston-based U.S. non-profit 501.c.3 organization focused on improving the health and well-being of underserved people and communities in the United States and around the world. JSI R&T is also a sibling company of John Snow, Inc., a for-profit consulting and project implementation firm with the same mission and shared staff. JSI R&T and John Snow, Inc. function similarly. World Education, Inc. is a global literacy, non-formal and basic education non-profit. WEI is a separate entity with its own board. The collective revenue of these organizations is approximately \$400 million (2019, composed of 65% grants and 35% contracts), with 3,600 employees (approximately 600 U.S. payroll and 3,000 international staff on local payroll). The organizations have a client base consisting mostly of government agencies (federal, state, and local), U.S. foundations, and multilateral organizations. The CEO of JSI R&T also serves in that capacity for JSI and WEI, and the scope of this executive search includes these entities.

JSI and WEI pride themselves on working within communities to ground their approach in a deep understanding of those who will benefit. The staff consists of public health and technical experts, consultants and researchers driven by a passion to improve public health and education outcomes. While JSI and WEI promote using best practices and sharing solutions, they tailor strategies to each situation and seek creative options to meet community needs. Through this collaborative, customized approach JSI and WEI have been able to achieve consistent results by improving the quality, accessibility, and equity of health systems, advancing literacy and adult education, and delivering better outcomes – and the staff have become renowned for their client collaboration, dedication, expertise, and leadership. Through innovative management consulting, research and evaluation, health services delivery, capacity development, education, and social and economic development, and technical assistance, JSI and WEI join forces with government agencies, the private sector, and local non-profit and civil society organizations to identify and implement effective, compassionate solutions to public health and education challenges in ways that advance social justice and equity.

JSI and WEI are well established organizations with deep expertise, committed staff, robust portfolios, healthy bottom lines, and a network of offices across the United States and around the world. These organizations have enjoyed tremendous growth and organizational success but value most highly making substantial contributions to better health and educational outcomes and systems locally in the U.S. and globally, and building and sustaining organizations whose culture has nurtured thousands of dedicated professionals, some for the entirety of their careers.

For more information about JSI and World Education, Inc., please see www.jsi.com and www.worlded.org.

The Opportunity

With the upcoming retirement of JSI's founder and President, Joel Lamstein, JSI will be embracing new executive leadership for the first time since its formation. Joel Lamstein has also served as President of World Education since 1981. JSI and WEI meet this milestone in their history from a position of strength and immense opportunity for the next Chief Executive Officer to make an outsized and tangible impact on the health, education and well-being of millions around the world.

Today JSI and WEI are at the forefront of consulting, research, and training in the domains of public health and education. This standing, combined with the guiding vision and dedication of the two Boards of Directors, the tenacity and expertise of the staff, and the outstanding work of the organizations' clients and partners, ensures JSI and WEI are well positioned for a new CEO to lead the organizations to their next level of impact and growth. Recognizing this is a time of global uncertainty and that a new leader will have to navigate a world grappling with the impacts of the novel coronavirus pandemic, climate change, racial justice response, and political turmoil, JSI and WEI and their new CEO will be uniquely well situated to make meaningful contributions on the global stage.

The new CEO will have the opportunity to build on a strong foundation and apply experience, vision, and innovation to further expand the impact of JSI and WEI. By providing leadership, management oversight, and support to a stellar workforce that thrives in a decentralized, entrepreneurial culture, the new CEO will have the opportunity to promote new approaches to support JSI and WEI's greatest asset, their staff, to unleash their full potential through improved collaboration across teams, divisions, and organizations, and strengthened management structures and processes.

The Role

Reporting to—and working closely with—the JSI and WEI Boards of Directors, the CEO is responsible for providing strategic, operational, and financial leadership to JSI and WEI. The CEO will apply experience, vision, and innovation to amplify JSI and WEI's work in bettering people's lives by improving the quality of and access to global health and education.

JSI and WEI share a strong and distinctive organizational culture built on the values of entrepreneurship, teamwork, excellence, innovation, and empathy for colleagues and the communities they serve. With respect for the historic culture upon which the organizations were built, the CEO will work to enhance and evolve this culture, leverage the varied expertise found across the organizations, optimize management systems fit for the organizations' scale and scope, and establish processes which promote accountability, transparency, diversity, equity, and inclusion.

By leveraging a combination of deep integrity, operational stewardship, technical depth, and innovative thinking, the CEO will work to define a shared vision for the organizations and a strategy for implementing that vision. In doing so, the CEO will ensure JSI and WEI remain strong and trusted voices in representing the health and educational needs of underserved people and communities, while exploring pioneering new ways to support communities by creating partnerships that broaden conversations around public health and education.

The CEO will further strengthen the organizations' broad network of partners, drive growth, and ensure that all activities and programs meet the highest standards of quality, ethics, and integrity. The CEO will lead collaboratively and safeguard JSI and WEI's reputations as trusted partners of federal, state, and local government agencies, foundations, and multilateral organizations while enhancing the organizations' long-range strategic objectives and capabilities. In addition, the CEO will grow and diversify sources of and approaches to funding, while at the same time enhancing JSI and WEI's relationships with long-standing supporters.

As ambassador, spokesperson, and advocate for JSI and WEI's missions and work, the CEO will effectively engage with a wide array of stakeholders, be a driving force to articulate a succinct and powerful brand and build awareness of the organizations' valuable work.

Candidate Profile

JSI and WEI seek an experienced and respected leader to usher in the next era of visibility and impact. The successful candidate will be a strategic, collaborative, and visionary team leader with a demonstrated passion for and commitment to the mission, and the necessary global experience and mind-set to work effectively across the United States and internationally. The successful candidate will bring to the role a recognized degree of operational excellence, financial acumen, convening power, and practical experience with the non-profit, governmental, and business sectors. This individual will be confident and comfortable with internal and external stakeholders both in the U.S. and internationally, with a demonstrated ability to engage a diverse set of audiences.

JSI and WEI have eight offices in the United States and work through 79 project offices in 40 other countries. In addition, JSI has established local affiliates of various kinds in India, Kenya, the Netherlands, South Africa, and Zambia, and WEI has incubated the Bantwana Program in several African countries. JSI and WEI have organizational flexibility in their DNA which positions them well for a dynamic, impactful future. The successful candidate will be an experienced leader with the capacity to manage a global organization with an extensive, evolving network of partners and programs.

This individual will have progressive leadership experience operating within a complex and collaborative environment with a capacity for providing strategic organizational leadership and outstanding interpersonal skills. With an agile and action-oriented leadership style, the successful candidate will have proven success of leading through vision, communication, inspiration, and action. They will have a proven ability to build constructive dialogue and collaboration among people and across organizational structures breaking down silos and delivering greater transparency, while enabling JSI and WEI's tradition of entrepreneurship to flourish. The successful candidate will have experience working closely with a Board of Directors, a global staff, and other constituents to achieve ambitious goals.

JSI and WEI are change-makers through their work, and seek the right leadership to effect change internally, as well. Thus, this individual will be practiced and effective in implementing strategies and managing organizational change, possessing the ability to effectively balance the desire and need for

change with an understanding of how much change the organization is capable of handling. They will be able to create realistic goals and implementation plans that are achievable and successful.

A talented relationship builder and spokesperson, the successful candidate will be capable of readily convening and partnering with key stakeholders to understand the future of public health and education globally and help define the agenda. This individual will have a track record of building bridges and developing relationships in a variety of settings as demonstrated through a broad and deep professional network. As a curious and forward-thinking leader, this individual will bring a fresh perspective and passion for addressing the challenges of global public health and education initiatives.

In terms of the competencies and qualifications required for the position, we would highlight the following:

- **Passion and Shared Values:** The successful candidate will have a passion for improving the health and education of underserved people and communities. They must have an absolute commitment towards realizing a world where accessible, equitable, and quality health care and education are the norm. The successful candidate will have demonstrated the necessary fortitude and resilience for mission-driven work across their career and be implicitly anchored by the collective mission to improve the lives of vulnerable populations. The successful candidate will be a person whose lived experience informs their vision and whose commitment to social justice and gender and racial equity are demonstrated by sustained and significant contributions in those areas.
- **Strategic Vision:** The successful candidate will have a demonstrated record of setting priorities and leading organizations to success. They will be a strategic thinker who will empower JSI and WEI staff to achieve their mission while providing the strategic direction necessary to evolve the organizations. With deep intelligence, this individual will bring a demonstrated body of work that signals an interest in unconventional, creative, results-oriented thinking and will be capable of working with JSI and WEI's staff to develop differentiated strategies with multifaceted approaches to address disparate audiences, cultures, and political contexts. This individual will have the ability to identify areas for change, create consensus and buy-in, and shepherd JSI and WEI through consistent evolution. The new leader will have the ability to maintain an environment that encourages collaboration and creative thinking, and to maintain focus, intensity, and persistence. The successful candidate will have the ability to build cohesion around strategy and vision on both the programmatic and operational sides of the organizations, bringing managerial and business acumen to improving corporate functions that support the JSI and WEI missions.
- **Organization Management and Leadership Style:** An entrepreneurial, broad, and global thinker, the successful candidate will bring a consistent track record of empowering, motivating, and mentoring a highly skilled, tenured, decentralized team, nurturing a strong organizational culture, and providing oversight for financial assets. Well versed in the intricacies of leading a large, complex global organization, this individual must be an involved and inclusive leader who can readily set strategic direction for the organization, prioritize and define clear goals for staff, and manage performance toward achievement of those goals. The successful candidate will have the capacity to collaborate effectively with multiple constituents including Boards of Directors. This individual will be an inspirational leader who embraces a culture of openness, transparency, and

mutual respect, thereby believing deeply in the distinctive promise of differentiated individuals. They will bring a demonstrated ability to recruit, cultivate, support, and retain talent – with a unwavering commitment to diversity, equity, and inclusion.

- **Knowledge and Experience:** The successful candidate will be an accomplished and recognized leader with experience in public health, education, and/or international development. This individual will possess a depth of experience around U.S. and global health and education issues, strong business and financial acumen and a track record of complex, global operational management.
- **Relationship Building and Organizational Presence:** As the public face of JSI and WEI, the successful candidate will represent the collective organizations’ mission and programs. To do so effectively, this individual must possess outstanding public presentation and writing skills and the capacity to communicate effectively with stakeholders in an influential and compelling manner. The successful candidate will possess significant experience or capacity to continue, increase and diversify the organizations’ financial support.

JSI is an Equal Opportunity, Affirmative Action Employer committed to workplace diversity. We are committed to providing equal employment opportunities for all qualified applicants and employees without regard to age, race, color, national origin, ancestry, creed, religion, gender, disability, marital status, gender identity, sexual orientation, sexual preference, genetic information, political affiliation, or protected veteran status in any employment decisions.

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