



the
Montrose
Center

Chief Executive Officer

Houston, TX

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Founder + CEO

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About the Montrose Center

The Montrose Center, Inc. is a 501(c)(3) nonprofit community center and mental health organization that empowers its community—primarily lesbian, gay, bisexual, transgender, and queer (LGBTQ+) individuals and their families—to live healthier, more fulfilling lives. The organization, its dedicated staff, volunteers, and supporters strive to create a welcoming environment where everyone is celebrated for who they are.

Situation

In December, the incumbent Executive Director will retire after thirty-five years leading the Montrose Center. The Board of Directors has initiated this search for a **Chief Executive Officer (CEO)** to lead the organization into the future. This leadership transition is expected to be a turning point for an organization with tremendous potential for further growth and expansion of services to impact the LGBTQ+ community throughout Houston and beyond.

The incoming CEO will have the opportunity to significantly affect the Montrose Center's future direction. In 2024, the Montrose Center will update its strategic plan to reflect evolving needs in the community and region, ensuring its ability to most effectively leverage its resources, capacity, and partnerships to deliver the greatest impact and best fulfill its mission.

To lead this effort, the incoming CEO is expected to bring a vision for advancing equity with respect to Houston's LGBTQ+ community. This new CEO will have the experience and skills to communicate that vision, gain the trust of the Board, staff, and community stakeholders, and develop and execute the strategic plan.

Never have the priorities of the Montrose Center and the needs of its clients and communities been better aligned. As a result, the Montrose Center is uniquely positioned to continue offering its critical mental health, outreach, recovery, and inclusion programs throughout these communities. This is well understood and articulated by a Board of Directors eager to embrace and support a new leader intent on fostering innovation, inspiring and driving change, maintaining operational excellence, and strengthening capabilities and effectiveness while being a respected collaborator within the community.

Success for the CEO will be predicated on their willingness to be hands-on, close to the work and the issues, and understand and be accountable for outcomes as they affect each and every client, family, and organizational stakeholder of the Center.

Position Summary

The Montrose Center seeks a **Chief Executive Officer** to lead the organization, succeeding its long-time Executive Director, Dr. Ann Robison. The CEO is responsible for all financial, operational, administrative, and legal/compliance aspects of the daily organizational management of the agency, including but not limited to public relations, financial management, fundraising, organizational development, and staffing. This executive leader liaises with national, state, regional, and local organizations and coordinates the contributions of diverse groups of trustees, donors, staff, volunteers, and community groups. The Chief Executive Officer works under authority granted by the Board of Directors to assist in defining priorities to build and develop teamwork between the agency and community volunteer leaders, to implement the Board's Strategic Plan, and to ensure programmatic and fiscal accountability.

Leadership Profile

The Montrose Center's ideal CEO is a dynamic, charismatic, mission-driven executive leader, a proven fundraiser, and a seasoned people manager. They are inspiring, authentic, and diplomatic; financially and operationally savvy; experienced in managing and overseeing complex programs, including those funded by federal, state, and local government grants.

They possess a well-developed executive presence and an ability to externally represent the Montrose Center confidently, skillfully, and strategically, elevating the organization's profile throughout its various communities of current and prospective funders, clients, and partner organizations.

They have the humility and curiosity first to observe and learn the vastness of its programs and services, recognizing the strength and effectiveness of the professionals leading those various departments and programs. They are resilient in the face of challenges, ambiguity, and adversity; they are adaptable and decisive.

The next CEO is a systemic thinker and problem-solver who exercises irreproachable integrity and judgment when addressing organization-level challenges and opportunities. They are a transformative thinker; a compelling, long-term visionary who inspires, motivates, and empowers those in their charge.

With experience managing and navigating large-scale change and complex leadership transitions, the new CEO will usher the Montrose Center into its next 35 years of impact and delivery of life-saving care and treatment for the most vulnerable among us. Additional leadership characteristics include:

- » Community-focused—creates value for stakeholders and makes people feel valued by delivering on commitments and exceeding expectations
- » Maximizes talent by creating a work environment that inspires people to be motivated, engaged, and productive

- » Relationship builder that encourages teamwork and partnerships throughout the organization and the community
- » Results-driven—expects and ensures high levels of performance in self and others
- » Strategic thinker—maintains a long-term, big-picture view and implements strategy effectively
- » Serves others—promotes the organization's values by demonstrating optimism and the highest standards of integrity and ethics
- » Serves as a catalyst—an agent that provokes or accelerates significant change or action
- » Seeks and assumes volunteer leadership roles in the community

Essential Job Functions

Organizational Development

- » Ensure all activities fulfill and/or support the mission of the organization
- » Establish annual organizational goals as it pertains to program delivery, fundraising, and communications
- » Define organizational priorities and implement cost-effective solutions, working in concert with senior staff, the Board of Directors, and other volunteer leaders
- » Identify opportunities for organizational advancement, and implement strategies to meet organizational goals and objectives
- » Participate in local, state, and national networks and professional associations to advance the organization

Financial, Management, and Administration

- » Oversee and manage financial consultant for the effective management of the annual budget
- » Prepare and present an annual budget to the Board of Directors
- » Implement the organization's Board-approved Strategic Plan, and implement other Board and agency plans in a timely manner
- » Ensure legal compliance and programmatic and fiscal accountability
- » Provide leadership in developing organizational and financial plans with the Board of Directors and other staff, and carry out plans and policies as authorized by the Board
- » Maintain a working knowledge of significant developments and trends in fundraising, public policy, and other issues related to the LGBTQ+ community and LGBTQ+-specific services

- » Maintain fiscal responsibility for the annual budget and report to the Board regularly
- » Approve payroll and expenditures, and monitor all expenditures against the annual and program/grant budgets of the Center; review and sign all funding and vendor contracts unless otherwise required by the funding source
- » Ensure compliance with all federal, state, and local laws

Program Development and Management

- » Oversee the current programs of the agency, and work with staff to develop programs to achieve the objectives of the agency's Strategic Plan
- » Ensure the delivery of high-quality and relevant services for the Houston-area LGBTQ+ community, including the evaluation and measurement of services
- » Ensure that all program deliverables are tracked and documented to support program monitoring and evaluation
- » Ensure compliance with all grant, contract, and partner agreements

Fundraising

- » Oversee and support fundraising efforts, including individual giving, government grants, special events, corporate + foundation grants + sponsorships, and planned giving
- » Oversee and support fundraising appeal mailings and fundraising database management
- » Oversee and support event management; provide guidance and direction; ensure follow-up and analysis for continued improvement as needed
- » Monitor grant opportunities and oversee the submission of grant applications
- » Provide leadership in developing fundraising plans with staff and the Board of Directors
- » Provide support and work with the Board in raising funds for the agency

Board Relations

- » Assist the Board by maintaining and promoting the vision and mission of the agency and in achieving the goals and objectives of the Strategic Plan
- » Initiate and assist in recommending and developing policies and setting priorities
- » Keep the Board and Board President fully informed on the condition of the agency and other important factors affecting the health of the organization
- » Involve each Board member at an optimum level; stimulate each to reach their highest respective potential as a Board member
- » Engage Board members and committees in meaningful, strategic work between Board meetings

- » Work with the Board President to ensure effective and efficient Board committee structure and operation
- » Communicate regularly with the Board President and key committee leaders
- » Assist the Board President in planning the agenda and materials for the Board meetings and Board strategic planning retreats

External + Public Relations

- » Act as the face and voice of the organization for the Houston community, media outlets, major donors, and funders
- » Build and oversee communications and marketing mechanisms and plans to strategically engage media outlets and elevate the profile of the organization externally
- » Act as spokesperson for media inquiries
- » Enthusiastically represent the agency's goals and objectives to the community, corporate groups, and other stakeholders
- » Establish and strengthen relationships with local, regional, and national organizations and leaders in the LGBTQ+ services and mental health fields
- » Identify and develop new partnerships with business and community leaders
- » Responsible for maintaining and protecting the Montrose Center brand and further building its brand recognition

Government Relations

- » Establish and develop relationships with government representatives on the local, state, and national levels
- » Increase the visibility of the organization among government representatives and agencies

Personnel

- » Develop and administer Board-approved personnel policies
- » Ensure proper hiring and termination procedures as required by law
- » Directly supervise at least four senior/executive staff members
- » Provide adequate supervision and evaluation of all staff and volunteers
- » Encourage staff and volunteer development and education

Qualifications

Education + Experience Requirements

- » Graduation from an accredited bachelor's program is required; graduate program preferred
- » At least five to ten years of nonprofit management experience with progressively increasing responsibility; areas of preferred experience include mental health; HIV; substance use disorder; personnel; fiscal and program management and evaluation; LGBTQ+ and women's issues
- » Experience with multiple lines of services and programs, including government grant-funded programs
- » Strong supporter of the Center's mission and the populations it serves
- » Committed to diversity, equity, and inclusion within all aspects of the work, including the communities served, the Board, and the staff
- » Knowledge of behavioral health ethics, HIPAA compliance, confidentiality, and record request rules and laws
- » Knowledge of standard management and human services practices principles; basic knowledge of mental health issues
- » Knowledge of fund accounting principles, budget development, monitoring and reporting, and funding sources
- » Knowledge and practice of professional principles/ethics (e.g., client and staff confidentiality, board/staff interrelations, nonprofit tax-exempt agency operations)
- » Ability to plan, direct, delegate, and coordinate work activities; to interview, train, and supervise; to assess and resolve work problems; to make decisions; to interpret and apply Board policy; to work cooperatively and effectively with professionals, community groups, and individuals
- » Accepting of a wide variety of people's difficulties, attitudes, and lifestyles; good interpersonal skills and the ability to work on a team

Skills + Competencies

- » Proven experience in financial management with an organization of comparable size and complexity; exceptional skills in budgeting, cash flow management, and financial analysis
- » Demonstrated commitment to and proven experience in public policy issues related to equal rights and fair treatment of LGBTQ+ communities
- » Experience working with and overseeing multiple lines of service
- » Experience developing and implementing a fundraising strategy/plan, with proven skill in fund development through various techniques (including major donor cultivation, event management, grant writing, institutional partnerships, planned giving, etc.)
- » Exceptional interpersonal skills with a keen ability to cultivate and maintain effective relationships with diverse stakeholders, such as donors, community organizations, local and state officials, and community members
- » Experience building teams and managing and motivating staff and volunteers

- » Exceptional written and oral communications skills, including the ability to present and speak publicly on relevant issues
- » Demonstrated experience in leveraging, managing, and collaborating with a nonprofit Board of Directors
- » Comfort with technology; ability to enhance systems and work with a variety of software and online applications

Attributes of Success

- » Deep commitment to the Montrose Center mission and vision
- » Passion for LGBTQ+ issues with a commitment to championing equal rights and fair treatment
- » People-oriented/relationship-based professional with the ability to create a connected community among those who identify as LGBTQ+ and the broader community
- » Personal embrace of all identities represented throughout the organization and community
- » Creativity and flexibility in aligning strategic goals with organizational capacity
- » Decisive yet diplomatic and inclined to employ process, collaboration, and teamwork to achieve results
- » Ability to motivate, inspire, and empower others, as well as to appropriately delegate to achieve efficiency and effectiveness
- » Entrepreneurial energy with proven business acumen and affinity for the mission
- » Solution-oriented approach with exceptional organizational skills
- » Roll-up-your-sleeves mentality; willingness and desire to be in the trenches working alongside staff and community volunteers as necessary

Leadership + Key Colleagues [§]

(Please do not contact the organization or its leaders directly)

Tara Kelly Board President

Tara Kelly was nominated to the Board in 2013 and has served as President since 2020. She is a Commodities Trader with 15 years of experience trading in low-carbon power markets. As a native Houstonian, Tara loves the Montrose Center's ability to radically help individuals live their best lives and takes great pride in its ability to adapt to ever-changing community needs. The Montrose Center continues to provide vital resources and a safe haven for countless individuals; she is grateful to play a part in that.

Gary Wood

Board Vice President

Gary Wood is the President and Founder of Integrus Solutions, a National Recruiting and Consulting Company. He has been a national speaker and trainer in his profession and part of the executive boards of regional and state-level recruiting associations.

For 25 years, he has also dedicated his energy and efforts to working with many local nonprofit and charitable LGBT organizations. He is Vice President of the Board of Directors for the Montrose Center, President of Outreach United, and Co-Founder + Chair Emeritus of the Greater Houston LGBT Chamber of Commerce. Through these efforts of philanthropy, Gary has been recognized many times for his contribution to the LGBT community, including the incredible honor of being named the Grand Marshall of the Houston Pride Parade in 2010; he continues to be recognized as a leader of the LGBT community for his volunteerism, fundraising, and activism. Gary feels his greatest successes are still to come and is dedicated to getting more people involved in organizations that profoundly help the LGBT community.

Mark Jacobs Board Treasurer

Mark Jacobs is President and CEO of Houston Capital Corporation, which is seeking a bank charter in Houston, Texas. Mark has over thirty years of experience in the industry with key leadership positions at National and Regional Banks and GE Capital.

Mark and his wife, Shae live in Montrose and serve on numerous community boards. Mark is Chair of The Houston Area Urban League, serves on the Leadership Committee for the National Urban League Board, Chairs the executive committee of the Houston Golf Association and First Tee, board member for the Greater Houston Port Bureau, active member of the Steer Auction Committee at Houston Rodeo, and a Trustee of the City of Houston Complete Communities.

Mark and Shae are dedicated to Equality.

Paul Guillory Board Secretary

Paul Guillory joined the Montrose Center Board of Directors in March 2021 and serves as Board Secretary. With 25+ years in Land Administration for Upstream Oil and Gas companies, Paul has held many leadership roles. A passionate leader and advocate for the LGBTQ Community since 1996, a significant part of Paul's advocacy work was with The Men's Gathering of Houston and working with The Human Rights Campaign for nearly ten years at the local and national levels. He is an Advisory Board member of the Rice University Center for the Study of Women, Gender, and Sexuality. He is also active in professional organizations, such as the Association of Lease and Title Analysts and the National Black MBA Association - Houston Chapter.

Paul is a 1976 graduate of Rice University with a BA in Economics, Managerial Studies, and Religious Studies and an MBA from Abilene Christian University at Dallas. He is the father of

three adult children and grandfather to four grandchildren. Paul and his husband married in 2013 and will soon celebrate 20 years together.

Will Batts
Chief Operating Officer

Prior to joining the Montrose Center, Will served as the Executive Director of OUTMemphis: The LGBTQ Community Center for the Mid-South. Outside of work, Will lives with his husband and two children, Addison (6) and James (8). In addition to having a passion for activism, Will is also a huge movie buff. Not just any movies, though—he has a preference for older films from the 1960s and beyond.

He has served as a Grand Marshal for the MidSouth Pride Parade, received a certificate of appreciation from the City of Memphis for "outstanding and meritorious service to the community," a Visionary Award from Focus Magazine Awards (Memphis), and a Mayoral Proclamation "to congratulate and celebrate Will Batts for his 13 years of exceptional service to the people of Memphis and Shelby County."

Will holds a BS in Psychology from the University of Tennessee, Chattanooga, and has completed 67 hours of Ph.D. in Education, Counseling Psychology at the University of Tennessee, Knoxville.

[§] Bios for all Board and staff leaders will be provided to final candidates for reference

Reporting Relationships

The CEO reports directly to the President of the Board of Directors and has the following direct supervisory responsibilities:

- » Chief Operating Officer
- » Chief Financial Officer (*vacant*)
- » Chief Behavioral Health Officer
- » Chief Development Officer

Compensation + Benefits

The expected salary range for this position is approximately \$225,000-\$250,000. This is a good-faith estimate of what the Montrose Center expects to pay for this position. The final salary will consider a person's experience, accomplishments, leadership potential, and all elements of the employment package offered to the chosen candidate. The Montrose Center is committed to paying its staff equitably, and these ranges should not be considered career salary limits or caps.

The Montrose Center provides a benefits package that includes, but is not limited to, the following:

- » Individual Coverage Healthcare Reimbursement Account
- » Dental + Vision insurance (first full month of employment)
- » Life insurance up to 1x salary paid by the Montrose Center (up to \$100K)
- » Individual 403(b) retirement plan
- » Healthcare Flexible Spending Account (HCFSA)
- » Additional voluntary benefits, including accident insurance coverage and additional life insurance coverage
- » Paid Time Off (PTO) available after 90 days of employment to employees working 20-40 hours per week; PTO is accrued on the following schedule (rollover limits apply):
 - Between 90 days and three years: 14 hours per month
 - After three years: 15 hours per month
 - After five years: 16 hours per month
 - After ten years: 19 hours per month
 - After 15 years: 21 hours per month
- » Additional "donated" PTO available to full-time staff in medical emergencies
- » Ten observed paid holidays each year + one additional "floating holiday."

As a reflection of our firm's commitment to equity and equal pay for all, Cooper Coleman requires that salary ranges or salary starting points be published for every search we conduct. The practice of not posting salaries perpetuates the gender and racial wage gap and discriminates against women, people of color, and other historically excluded populations by causing individuals to negotiate from a disadvantaged starting point.

Location

The Montrose Center is a place-based service provider and community center. While the need for flexibility is understood and supported, the CEO is expected to lead by example, working onsite, unless they are otherwise required elsewhere.

This position is located in Houston, TX, and requires the successful candidate to reside in or relocate to the area. Relocation assistance will be considered at the time of offer if the chosen candidate resides outside the area. Relocation to the area is expected within a reasonable time following acceptance of an employment offer.

EEO + Diversity, Equity, and Inclusion

It is the policy of the Montrose Center to recruit, hire, train, compensate, and promote staff members on the basis of merit and without discrimination on the basis of age, sex, race,

national origin, disability, religious preference, marital status, parental status, pregnancy, political affiliation or belief, sexual orientation, or gender identity or expression.

Background Checks

Before sending your resume for this position, please read it over for accuracy. Cooper Coleman verifies its candidates' employment and academic credentials at the time of offer, and our clients frequently conduct comprehensive civil and criminal background checks before finalizing an offer.

Submission Instructions *(read carefully)*

[Cooper Coleman](#) is leading this search on behalf of the Montrose Center. To apply, please [visit this link](http://www.coopercoleman.com/current-searches) (www.coopercoleman.com/current-searches). Inquiries and nominations of qualified candidates can be sent to:

Johnny Cooper
johnny@coopercoleman.com

Kindly use the position title as the subject line of your email. All inquiries are confidential.

A cover letter is not required with your initial application but is welcomed to help us understand your fitness for this role during our initial evaluation. Candidates invited for interviews will be asked to provide a thoughtful letter of interest indicating their specific qualifications for the opportunity, desire to join the Montrose Center, and connection to its mission. Candidates advanced to final interviews may also be asked to complete an occupational personality questionnaire or leadership assessment.

Cooper Coleman LLC is committed to providing equal employment opportunities to all qualified candidates and will refer candidates without regard to race, color, religion, national origin, sex, sexual orientation or identity, age, ability, veteran status, or any other legally protected basis.

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About Cooper Coleman

Cooper Coleman is a full-service recruiting and consulting firm partnering exclusively with nonprofit organizations, foundations, and research and academic institutions to drive meaningful growth. We move organizations *forward* by placing the right leaders in the right roles at the right time, and we help to strengthen management and fundraising capacity to amplify their mission and impact.

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