



Hadley

President & Chief Executive Officer
Success Profile

Help is in sight

Our Client: Hadley

- ▶ Hadley is a nonprofit human services organization providing both practical and social/emotional help to older adults adjusting to vision loss, empowering them to adapt and thrive. Hadley's help conveniently meets members where they are. Free of wait lists. Free of office visits. Free of charge.
 - Hadley reaches people in more than 100 countries and all 50 states.
 - Hadley's workshops have 98% satisfaction ratings.
 - More people learn braille from Hadley than from any other organization worldwide.
- ▶ Hadley revolutionized its business in 2020 by transforming its content delivery to an adult learning and member-centric model. Since relaunching, Hadley has experienced an astounding 1,500% increase in annual member registrations.
- ▶ As of March 2024, over 100,000 people have signed up for Hadley's services, representing a ten-fold increase in registered members. This transformation will increasingly enable Hadley to serve and support the 7 million individuals in the US who are affected by low vision conditions; this number is expected to double by 2050. Hadley continues to make inroads globally with the Canadian National Institute for the Blind and India's Vision Aid being two of the top referral sources for new members.
- ▶ Hadley was founded in 1920 by William Hadley, an educator who lost his eyesight later in life. A former high school teacher with a lifelong passion for reading, Hadley wanted to learn braille. He was frustrated, however, in his search for a teacher. So, he taught himself braille instead. Hadley's dream was to share his newfound skills with others like him. Together with Dr. E.V.L. Brown, an ophthalmologist and neighbor, Hadley found a way to reach others from around the corner and across the globe. The Hadley Correspondence School and the "braille by mail" curriculum launched in 1920.
- ▶ For more than 100 years, Hadley's life has inspired the vision for the organization that bears his name. The organization continues to this day to leverage new ways to share, pave new paths for connection, and empower those with low vision to find their way and thrive.
- ▶ The organization had an operating budget of \$8 million in fiscal year 2023. The endowment is approximately \$90 million. In total, Hadley has over 40 staff and is based in Winnetka, Illinois.
- ▶ More information about Hadley can be found at <https://hadleyhelps.org/welcome-Hadley>.



Hadley: Impact & Services

VISION

Hadley aspires to be the world's most helpful, barrier-free human services organization for older adults adjusting to vision loss.

MISSION

Hadley provides both practical and social/emotional help to older adults adjusting to vision loss, empowering them to adapt and thrive.

- ▶ In Fiscal Year 2020, the last year under the former business model, approximately 2,500 new people registered with Hadley.
- ▶ In Fiscal Year 2024, Hadley is tracking to 40,000 new members registering annually.
- ▶ Hadley offers the following distance learning and other services areas free-of-charge to members:
 - Tutorial Workshops: More than 400 tutorial workshops on Adjusting to Vision Loss, Daily Living, Technology, Braille, Recreation, and Working. The workshops are available online globally, and in large print, braille and audio within the United States.
 - Podcasts include Hadley Presents: A Conversation with the Experts, a biweekly podcast on a wide variety of topics and Insights and Sound Bites, a “mini” biweekly podcast series recorded by adults experiencing vision loss.
 - Member Discussion Groups: Ten monthly discussion groups conducted via Zoom. These groups give members a chance to connect and learn from Hadley and others who share interests, including a variety of interest groups such as the Writer’s Circle, Crafting Circle, and Travel Talk.
 - Peer-to-peer Program: Peer-to-peer program connects an adult newer to vision loss with someone who has had similar experience.

The Opportunity

- ▶ Hadley seeks a visionary, inspiring and experienced leader to serve as its next President and CEO ('CEO').
- ▶ Reporting to the Board of Trustees, this leader will be responsible for the strategic, programmatic, financial, and operational leadership of Hadley. The CEO will lead Hadley's team to continue to serve its member community in meaningful ways and significantly scale its impact.
- ▶ This leader will maintain an acute focus on Hadley's core strategy while also using an agile approach to integrating new digital technologies, e.g., Artificial Intelligence and Machine Learning, to advance Hadley's products and services for members. This executive also will leverage technology for greater organizational efficiency and cost savings while maintaining a personalized, human approach in member interactions.
- ▶ The CEO will work with the Trustees and staff to shape and execute a strategy for the organization. This leader will consider the best approaches to reaching Hadley's growth goals, particularly as it relates to delivering impactful services, managing a financially healthy organization, identifying efficiencies in operations, and empowering its teams.
- ▶ Hadley's current reach is less than 0.00001% of the estimated total addressable market (total estimate). The executive will have the opportunity to have a dramatic impact of millions human lives globally through a scalable membership model at zero cost to the members.
- ▶ The CEO will act as Hadley's external ambassador and cultivate relationships with key constituents, potential partners, and donors. This executive will use creative approaches to expand Hadley's partnership base with the national ophthalmology community, other healthcare professionals and insurance providers, organizations serving older adults and current/ potential technology partners.
- ▶ This leader will be a passionate champion of Hadley's mission to provide both practical and social/emotional help to older adults adjusting to vision loss, empowering them to adapt and thrive.



Responsibilities & Priorities

► **Specific responsibilities of the Hadley President and CEO include, but are not limited to the following:**

- Lead the management and staffing of all operating, financial, programmatic, fundraising, marketing, legal, policy, and other components of the organization; set a strategy that prioritizes the sustainable health of the organization to drive and expand Hadley’s global impact. Ensure rigorous financial management with proper controls; revitalize fundraising initiatives and diversify funding streams.
- Serve as a visible ambassador for Hadley, amplifying the organization’s story and championing it to a wide range of local and national audiences and partners. Serve as a primary fundraiser and spokesperson for Hadley, establishing and maintaining relationships with individuals, foundations, corporate sponsors, and other partners so that Hadley expands its philanthropic contributions in the near term for the organizations long-term financial sustainability.
- Lead empathetically to build, motivate, develop and retain a dynamic team; inspire the full staff under a common strategy and set of goals. Nurture an organizational culture focused on mission, impact, and accountability across all functions.



Expand Hadley’s reach and increase membership to serve the estimated millions of people worldwide with low vision through distance learning and social emotional engagement.



Grow existing funding and create innovative funding sources through partnership strategies to increase revenue in support of Hadley’s expanding membership base and operations.



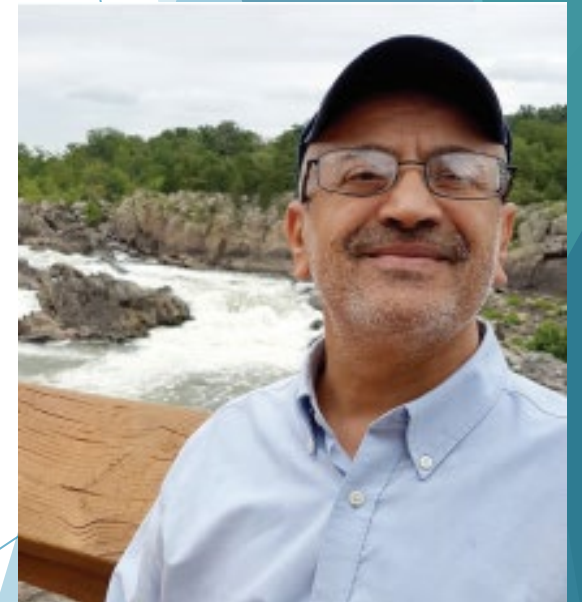
Leverage digital tools to enhance the accessibility and delivery of content to meet the evolving needs of Hadley’s members. operations.



Driving Hadley’s future strategy and organizational evolution while also championing a member-focused culture of kindness, collaboration, and empathy.

Candidate Profile

- ▶ The CEO will have a demonstrated track record of leading a complex organization or division of scale. The leader will have experience leading through continued organizational evolution and growth, with a focus on impact, financial health, internal systems and processes.
- ▶ The CEO will bring demonstrable operational experience in supporting and empowering a diverse, dedicated staff and in building alliances with a broad range of constituents, including members, partners (both nonprofit and private sector), and donors.
- ▶ The executive should bring significant aptitude and appetite for fundraising, and as well experience building partnerships across the nonprofit, government, and private sectors. Ideally, they will bring a track record of partnering with the Trustees and senior staff in successful efforts to manage an organization's financial and programmatic resources to increase effectiveness while implementing a clear vision.
- ▶ This leader will possess the ability to gain the confidence of a broad and diverse array of constituents and partners. The executive will grow and diversify sources of and approaches to funding, particularly philanthropic funding, while at the same time strengthening external relationships with long-standing supporters.
- ▶ Of particular importance is the leader's dedication to the mission, as the new leader will need to be the ambassador and advocate for Hadley. The leader should bring experience as the driving force being an organization's brand, building awareness and inviting more people to join the work and the mission.
- ▶ It is key that the CEO possess the charisma as well as the humility and cultural sensitivity in delivering key messages in a variety of diverse settings.
- ▶ The next President and CEO should reside in the Chicago area or be willing to relocate for the position.



Core Competencies

Strong candidates for the Hadley CEO opportunity will possess the following professional and personal qualities, skills and characteristics:

Leadership & Management

- The ability to attract top talent, motivate the team, celebrate diversity within the team, ensure staff feel valued, and manage performance.
- Excellent interpersonal skills and the confidence to delegate appropriate responsibilities to the team.
- Willingness to share the spotlight and celebrate the successes of the team.
- An orientation towards self-reflection; an awareness of their own strengths and limitations.
- An ability to lead by example, inspire trust, and drive followership to positively impact the organization's performance.

Executing for Results

- The ability to lead an organization of Hadley's scale and complexity, with a focus on setting priorities, delegating responsibility, valuing accountability, and ensuring financial health, operational stability, and clear programmatic strategy.
- Sets clear goals, drive results and hold the team accountable.
- Demonstrated growth mindset and proven leadership in a high-growth environment.
- Comfort with ambiguity, with the ability to adapt nimbly and lead others through complexity.
- An orientation towards prudent risk-taking; willingness to seek input on potential outcomes.
- A high degree of integrity and transparency; the ability to act in a consistent manner while always considering what is best for Hadley's constituents.

Setting Strategy

- Create, articulate, and execute an inspiring vision and strategy for the organization.
- Willingness to embrace and champion innovation with a strong understanding of emerging technologies and digital trends.
- A demonstrated track record of setting priorities and leading organizations or divisions to greater impact at scale.
- Demonstrated track record of results-oriented, creative thinking to develop differentiated strategies with multifaceted approaches.
- A high degree of emotional intelligence and effective change management skills.

Fundraising & External Relations

- A focus on growing Hadley's donor base and philanthropic revenue.
- The ability to communicate effectively with a variety of audiences, building partnerships with a wide range of constituents.
- Strong written communication skills and ability to articulate a clear, yet nuanced viewpoint.
- Enthusiasm for fundraising and dedication to building philanthropic relations that will take Hadley to the next level.

Passion for Hadley's Mission & Culture

- Passion for and commitment to Hadley; the ability to represent the organization authentically to internal and external constituents and partners.
- Commitment to diversity, equity, inclusion, and accessibility.
- Values a strong culture rooted in principles of kindness, supporting one another, and collaboration.

Contact

Russell Reynolds Associates, the global search and leadership advisory firm, has been exclusively engaged to lead this search.

We welcome nominations and expressions of interest. All submissions will remain confidential.

Alison P. Ranney

Russell Reynolds Associates
155 North Wacker Drive, Suite 4100
Chicago, IL 60606
Hadleypresident@russellreynolds.com

Nick Dials

Russell Reynolds Associates
1 Federal Street, 26th Floor
Boston, MA 02110
Hadleypresident@russellreynolds.com

Tuck Rickards

Russell Reynolds Associates
101 California St #4200
San Francisco, CA 94111
Hadleypresident@russellreynolds.com