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About Goodwill Columbus

Recognizing the strength of its history and the opportunity of its future, Goodwill set a strategic goal in 2019 to “equip 100,000 people with the tools to advance economic mobility through the Power of Work by 2030.” Goodwill Columbus is dedicated to helping individuals and employees to Learn, Grow, and Advance and guided by its Mission and Vision.

Mission

Transforming the lives of individuals with disabilities and other barriers through pathways to independence and the power of work.

Vision

All individuals with disabilities and other barriers are embraced as valued and dignified members of our community.

History

Goodwill Columbus is part of Goodwill Industries International, founded in Boston in 1902 by Reverend Edgar Helms, a Methodist minister and early social innovator. Goodwill Industries International is based in Rockville, MD. The Goodwill enterprise is a network of 157 community-based, autonomous organizations in the United States and Canada with a presence in 12 other countries. To meet the needs of their local communities, each local Goodwill designs its own programs and services to help people find work near where they live.

Goodwill Columbus was founded in 1939 by Reverend Charles Graham, with the goal of supporting local residents in need by offering a “hand up, not a handout.” While our services may have evolved, the core mission still resonates. With a workforce exceeding 1,000 employees, Goodwill ranks as a top 100 employer in Franklin County, and the seventh largest health and human service agency in Central Ohio. In its eightieth year, 2019, Goodwill served more than 2,000 individuals with services ranging from community integrated day services and in-home care for adults with developmental disabilities, to sector based workforce training programs that offer nationally recognized credentials in IT, Healthcare and Hospitality.
Goodwill Columbus Business Model

To successfully provide its services, Goodwill Columbus is organized in unique business model comprised nearly 1100 talented people organized in three functions served by a central administrative function. In 2019, this model has grown to generate over $50 million to support its mission. [Link to 2019 Annual Report]

- **Economic Engine** - An economic engine is designed to maximize margin to fund the mission.

- **Social Enterprise** - A social enterprise applies business strategies to advance social change for individuals with disabilities or barriers.

- **Mission Services** - Mission Services align with the organizational mission and are designed to achieve maximum community impact funded by earned income grants, philanthropy, and internal investments.

### 2019 Revenue Sources

- Mission Services: 46%
- Social Enterprise: 17%
- Economic Engine: 35%
- Development: 2%
- Other: 2%

Total Revenue: $50.7M

### 2019 Headcount Allocation

- Mission Services: 37%
- Social Enterprise: 27%
- Economic Engine: 33%
- Development: 1%
- Other: 2%

Headcount: 1089
Goodwill Columbus Business Model (continued)

Economic Engine

An economic engine is designed to maximize margin to fund the mission by:

- Generating margin for mission investment
- Creating employment opportunities
- Preparing and training employees for career advancement
- Providing progressive pathways to a living wage

For Goodwill Columbus the economic engine is driven by:

Retail Operations

Goodwill accepts donated household items and clothing in eight Attended Donation Centers to sell in the 11 Retail Stores. There are 330 full-time and part-time employees in this business unit to serve its customers.

Auto Auction

Goodwill also accepts donated vehicles to be resold through in twice monthly auto auctions, with 100 percent of the proceeds supporting Goodwill’s mission. Donations include cars, trucks, boats, RVs and motorcycles.

Outlet Store

The Goodwill Outlet Store provides an opportunity for Goodwill shoppers to shop for bargains, by the pound, and furthers the agency’s commitment to sustainability. Last year, Goodwill diverted 8.3 million pounds of post-consumer items from local landfills.

E-Commerce

ShopGoodwill.com offers shoppers the opportunity to hunt for Goodwill treasures, without ever leaving home. New and unique items are added to the site daily -- designer handbags, jewelry, books, toys, art, clothing and collectibles.
Goodwill Columbus Business Model (continued)

Social Enterprise

**A social enterprise applies business strategies to advance social change for individuals with disabilities or barriers by:**

- Creating employment opportunities
- Providing workplace supports
- Preparing and training employees for career advancement
- Providing progressive pathways to a living wage.

Goodwill walks the walk when it comes to the power of work with over 20% of all new hires in 2019 having a documented disability. In 2019, nearly one-third of our total workforce had a documented disability – 298 individuals. Our commitment to helping Learn, Grow and Advance extends to our own employees. One out of two open positions were filled through internal promotions in 2019. Unarmed Security and Custodial Services saw a 10% increase in employment year-over-year thanks to three new contracts with the county and state.

Custodial & Janitorial Environmental Services

A customized approach to custodial services, designed to deliver in offices or commercial buildings and create an environment that exceed clients’ expectations and ensures facilities are inviting to employees. Our leadership team provides onsite supervision to make sure customers are receiving consistent, quality services.

Unarmed Security Services

Since 1988, Goodwill has provided premium unarmed security services in Central Ohio. The Security Officers are highly trained to meet and exceed clients’ expectations and keep facilities and assets safe across more than 6 million square feet of space. Officers are licensed by the Ohio Department of Public Safety, and certified in CPR, First Aid, and AED, with on going training process using the Professional Security Training Network program.

Goodwill provides Custodial and Security services to 26 entities in 82 buildings throughout Franklin County.
Mission Services

Mission Services align with the organizational mission and are designed to achieve maximum community impact funded by earned income grants, philanthropy, and internal investments to:

- Transform lives at scale
- Create pathways to independence
- Reveal the power of work

Goodwill Mission Impact is achieved through a continuum of services including: Workforce Development, Adult Day Services, Work and Community Services, and Residential Services.

Equip 100,000 people to advance economic mobility through the Power of Work by 2030

Learn and Grow
- Residential Services
- Adult Day Services

Build Skills for 1st Job
- Work & Community Services
- Workforce Development

Build for Next Best Job
- Workforce Skills Training
- Talent Development Systems
- Culture of Coaching
- Management
- Commitment to Talent Development
Mission Services (Continued)

Workforce Development

We are training the next generation of workers for their first job and next best job. Our person-centered model includes career assessment, coaching, soft skills training, technical skills training, job placement and retention support. We are committed to helping individuals achieve economic mobility by preparing them for in demand jobs in healthcare, information technology, hospitality and retail.

Adult Day Services

Day Services are committed to help individuals with Developmental Disabilities to learn, grow and advance with a strong emphasis on providing services and building connections in the communities where they live.

Work & Community Services

Work & Community Services programs assist individuals who have been dually diagnosed with a developmental disability and mental illness to learn social skills and prepare for competitive integrated employment. Comprehensive behavior services and onsite medical assistance are also provided.

Residential Services

Supported Living services are a lifeline for nearly 75 people with developmental disabilities living in their own homes in Central Ohio. With 24-hour on-call support, and the staff is trained to address many vital needs, including medication administration, CPR, first aid, behavior support and crisis intervention. In addition, comprehensive range of services are provided from the planning and preparation of meals to budgeting and financial assistance.
Goodwill Columbus’ CEO Selection Committee benefited from extensive discussion with dozens of representatives made up of Goodwill stakeholders: funders, partners, customers, public and private sector leaders, board and staff and sought input on the most critical priorities for the next Goodwill CEO. The following priorities and characteristics were communicated as most important to the success of the next leader, the organization and the community as it strives to achieve its bold goal:

Equip 100,000 people with the tools to advance economic mobility through the power of work by 2030.

Visionary and Strategic Leadership

Embrace the vision and mission and establish a growth mindset to achieve the 2030 goal.

Exhibiting a genuine empathy for people and the barriers they face, the CEO of Goodwill will understand and articulate a strategic roadmap and comprehensive plan for the organization to provide high quality services to overcome these barriers, build a pathway to independence, and fully discover the power of work. Building on Goodwill’s strong foundation, the exponential growth in impact will require advancing the entrepreneurial culture of innovation with a bias for action and growth mindset across all the organization. Comfortable with complexity, this leader will point to “True North”, facilitate change management and enable a talented team to execute with detailed planning and discipline.

Communication and Advocacy

Be the voice and chief advocate to share the work of Goodwill to motivate and invite others to engage.

Sharing the motivational vision to internal and external audiences, the CEO will be a compassionate, engaging and informed communicator. The CEO will be the brand ambassador and chief advocate on behalf of those we serve and partner with peers to enable solutions for robust workforce development that matches training and skills with opportunity. The respected brand will be nurtured, supported, and shared as a long-term sustainable asset. Articulating the personal reward and fulfilling gratification of individual independence, this leader will increase awareness of the collective impact through action or advocacy affected by the Goodwill team in partnership with other organizations, agencies, funders, donors, customers, volunteers and supporters.

Community Partnerships and Collaboration

Convene, create and extend community partnerships that provide effective and collaborative solutions to remove barriers on the pathway to individual independence.

Understanding the diversity of barriers and challenges that individuals face, this inspirational thought-leader will proactively and inclusively convene partners to establish work force development programming to help individuals learn, grow, and advance As a skilled convener and relationship-builder, the CEO will leverage the Goodwill's demonstrated track record of creating effective partnerships and unifying diverse groups around mutually beneficial solutions. A collaborative approach that respects each party’s expertise and skill will enable broad support and deeper engagement and support growth.
Organizational Alignment for Growth and Financial Stability

*Align the organization to grow resources, realize the Goodwill Columbus vision and provide long term financial sustainability.*

The next CEO will be an experienced operational leader of a sophisticated and complex infrastructure. Leveraging past organizational leadership successes, the CEO will decisively align internal finite resources to fully execute on priority growth initiatives and assure accountability for sustainable impact. As an innovative and creative problem solver step in financial acumen, the CEO will achieve understanding of the unique business model, then evaluate and responsibly take calculated risks to inspire and affect Goodwill’s diverse stakeholders to collectively achieve community-wide impact through progressive and effective workforce development programming.

Team Leadership and Development

*Ensure a culture of empathy and accountability where everyone is welcome and supported with transparent communication and opportunity for growth.*

The CEO will be an empathetic, inspirational, and mission-focused leader who communicates transparently and creates a high-performance culture characterized by inclusiveness, collaboration, integrity and boundless optimism. The CEO will retain, attract and fully develop a mission focused team and ensure that they have the support needed to achieve the vision of Goodwill. The CEO will have a track record of motivating and inspiring others to accountably achieve with creativity and teamwork to meet organizational goals.

Board Governance

*Partner with the Board to leverage its engagement for the benefit of the organization*

The CEO will be partner to the Board Chair to guide Goodwill’s governance and fiduciary responsibilities in a transparent, open and collaborative manner. Provide timely and regular cadence of communication with the board and its committees to foster alignment and consistent progress through thoughtful, responsive and effective decision making. In addition, the CEO will be a thoughtful partner to the board development effort that considers broad representation and overall performance enhanced by a disciplined composition strategy.
Key Qualifications and Competencies

- Ten years of successful leadership at the executive level and in large organization with multiple lines of business
- Demonstrated experience with board governance, strategic planning, financial planning and operational execution of large and diverse teams
- Government contract management and program delivery experience
- Bachelor’s degree required; Masters preferred
- Positive record of exceptional communication skills to advance the mission both internally and externally
- Evidence of initiating and establishing collaborative community partnerships that sustain
- History to leading long term initiatives to sustainable success with agility, drive and determination
- Exemplar record of team development in an open, inclusive, welcoming, and diverse manner with accountability

Persona of the Next Leader

The next CEO of Goodwill will be humble and empathetic yet innovative visionary who is passionate about the mission of this entrepreneurial organization. They will be a dynamic and inclusive collaborator who enjoys authentically advocating for and championing the relevant and complex growth of Goodwill. This business and politically savvy leader should be a trustworthy relationship-builder, a motivational team coach, a transparent communicator and an agile yet accountable decision-maker.
Goodwill Columbus Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
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<tbody>
<tr>
<td>Johnni Beckel, Chair</td>
<td>Chair, Chief Administrative Officer, OhioHealth</td>
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<tr>
<td>Bill Barath</td>
<td>Partner, Ice Miller LLP</td>
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<tr>
<td>John Hall</td>
<td>Senior Vice President, CBRE</td>
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<tr>
<td>Kari Palmer</td>
<td>Partner, Audit – Asset Management, KPMG</td>
</tr>
<tr>
<td>Marc Reitter, First Vice Chair</td>
<td>Vice President - Regulatory and Finance, AEP</td>
</tr>
<tr>
<td>Linda Brown</td>
<td>Senior Vice President, Corporate Internal Communications Director, Huntington Bancshares</td>
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<tr>
<td>Megan Kilgore</td>
<td>City Auditor, City of Columbus</td>
</tr>
<tr>
<td>Nina Webb-Lawton</td>
<td>Partner, Vorys, Sater, Seymour and Pease LLP</td>
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<tr>
<td>Jamie Crane, Secretary</td>
<td>Community Volunteer</td>
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<tr>
<td>Christi Cabungcal</td>
<td>Chief of Staff and Senior Vice President, Administration, Franklin University</td>
</tr>
<tr>
<td>Melissa Laber</td>
<td>Senior Vice President/General Manager, OptiFreight Logistics, Cardinal Health</td>
</tr>
<tr>
<td>Jennifer Yaross</td>
<td>Vice President, CFO, Investments and Innovation, Nationwide Insurance</td>
</tr>
<tr>
<td>Mark Johnson, Non-Officer Executive Member</td>
<td>Partner, BakerHostetler LLP</td>
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<tr>
<td>Nancy Case</td>
<td>Executive Director, Community and Civic Engagement, Columbus State Community College</td>
</tr>
<tr>
<td>Stephanie Meredith</td>
<td>External Relations Director – Community, State Auto Insurance</td>
</tr>
<tr>
<td>Ken Douglas, Non-Officer Executive Member</td>
<td>Community Leader</td>
</tr>
<tr>
<td>Jeff Girard</td>
<td>Senior Vice President, Distribution and Logistics, Designer Brands (DSW)</td>
</tr>
<tr>
<td>A.J. Montero</td>
<td>Partner, NBBJ</td>
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</tbody>
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Board Committees include:
- Finance
- Compliance and Audit
- HR Compensation Committee
- New Business Growth and Development
- Development and Fundraising

The work of Goodwill is also supported by a distinguished Emeritus Board and a passionate Service Board.
Goodwill Columbus Leadership Team

President and CEO
Margie Pizzuti

CFO & Compliance Officer
Michael Goldbeck
- Accounting/Finance
- Risk Management & Compliance
- Information Technology
- Facilities

Sr. VP of Marketing & Development
Beth Kowalski
- Marketing, Communications & Media
- Development
- Community Outreach & Volunteering

Sr. VP of Mission Impact & Strategy
Jennifer Marshall
- Organizational Strategy & Advocacy
- Human Resources (Recruit, Benefits & Employee Life Cycle)
- Workforce Development
- Day Services
- Supported Living

Sr. VP of Retail & Business Services
Lynne Leger
- Retail (Stores, ADC’s E-commerce, Auto Auction)
- Contract Services
- Transportation & Logistics
Columbus, one of the fastest growing cities in the country, offers the amenities of a big city with the accessibility, charm and community of a small town. As the 14th largest city in the country, right behind San Francisco, Columbus boasts renowned culinary, fashion, music and entertainment scenes, exciting collegiate and professional sports and a vibrant, entrepreneurial spirit. With a burgeoning downtown and a diverse array of welcoming neighborhoods, it’s a great place to live, work, play and raise a family.

**Dynamic Communities**
The region offers a wide variety of housing options, from charming historic neighborhoods and downtown lofts to new suburban developments and multi-acre living just beyond the city limits. Nearly 70% of Columbus residents earning the median income can afford home ownership – an incredible number compared to Chicago’s 47% or New York’s 57%.

**Diverse, Strong Economy**
Columbus ranks seventh in economic strength among the 102 largest metropolitan cities in the country. Columbus benefits from a dynamic yet stable economy, with a collaborative business environment earning it recognition as one of the top metros for job creation. As an emerging tech city, its research and technology institutions attract the brightest minds from around the world.

**Arts and Culture**
Fueled by a workforce more educated than the national average, Columbus has an energy that radiates throughout thriving industries, communities and educational institutions. Art lovers will savor the collections at the Columbus Museum of Art and revel in Gallery Hop, a monthly celebration of culture in the Short North Arts District.

**Education**
The Columbus region’s K-12 education options include U.S. News & World Report top-ranked high schools as well as U.S. Department of Education Blue Ribbon schools. The region has excellent public schools, 140 private institutions and 54 higher education campuses, with nearly 150,000 college students.

**Highlights**
- A Top 50 Cities in America city (Bloomberg Businessweek)
- One of the Top 7 Intelligent Communities in the World (Intelligent Communities Foundation)
- Cost of living is 11% lower than the national average
- Ranked #7 Best City for Young Professionals (Forbes.com)
- Ranked first in the nation for public library system, museum of art, zoo and aquarium and COSI science center
- Second shortest average commute of any metropolitan area with over 500,000 people
- Number two best city in the nation for African American families
- Top 10 best city for female entrepreneurs
- 87 miles of bike lanes, paths and trails

Learn more about Columbus at [www.experiencecolumbus.com](http://www.experiencecolumbus.com)
Process of Candidacy

BeecherHill is pleased to partner with the Goodwill Columbus search committee and Board of Trustees on this critical search. Please submit nominations, referrals and resumes with preferred contact information to our Firm:

Cindy Hilsheimer  
hilsheimer@beecherhillsearch.com

Mark Ryan  
ryan@beecherhillsearch.com

BeecherHill  
250 Civic Center Drive, Suite 100  
Columbus, Ohio 43215

Phone: 614.939.4240

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