



## **Executive Director, Camp Agawam Crescent Lake, Raymond, Maine**

### **The Opportunity**

Founded in 1919, Camp Agawam is among the oldest continuously operating residential summer camps for boys in the United States. Animated by its guiding principles of beauty, truth, fortitude, and love, Agawam continues to have a lasting, transformative effect on generations of boys and men.

The non-profit Agawam Council, a governing board of directors composed of camp alumni, parents and friends, purchased the camp from the founding family in 1985. The Council stewards Agawam's resources, and it hires and oversees the Executive Director, who runs the day-to-day operations of the camp. Agawam enjoys a long history of stable leadership, robust philanthropic support, and a healthy balance sheet.

Celebrating its 40th year as a nonprofit entity, Camp Agawam seeks a new Executive Director who will provide strategic vision and effective operational leadership, someone who will enjoy partnership with an engaged, passionate, mission-aligned board of directors and community of supporters. To learn more about Camp Agawam and its mission, visit [www.campagawam.org](http://www.campagawam.org).

### **The Position**

Reporting to the Agawam Council, the Executive Director is responsible for all aspects of Camp Agawam's operation and the quality of the camp experience. In addition to maintaining a safe, positive, healthy environment, the role's primary areas of focus are: (1) camper recruitment, (2) attracting and retaining qualified staff, (3) direct oversight of the program, and (4) financial management. This is a full-time, year-round position located in Raymond, Maine, forty-five minutes from Portland.

The Executive Director will foster a collaborative work environment and model a hands-on leadership style that prioritizes teamwork, attention to detail, and relationship building. Additionally, the Executive Director will partner with the board of directors, staff, families, and alumni in the areas of strategic vision, long term financial planning and sustainability, and philanthropic investment.

## **The Candidate**

The successful candidate will be an exceptional relationship builder and communicator who embraces the mission, values, and traditions of Camp Agawam. The Executive Director must demonstrate the ability to listen, build consensus, and provide strategic vision as the camp looks to the future. The Executive Director must understand and appreciate the importance of the traditions and history of the camp. Moreover, the Executive Director must be able to effectively articulate the value of an all-boys' summer camp to prospective families. Simultaneously, the successful candidate must be attuned to the evolving needs of families, the pressures on and expectations of adolescent and young adult staff, and the economic realities facing residential summer camps. Partnering effectively with the board of directors, the next leader of Camp Agawam will demonstrate a business mindset while placing the mission at the center of decision-making.

The successful candidate will enjoy variety in the work but always be keenly focused on the main driver of the camp's success: recruiting mission-aligned families, maintaining a healthy enrollment, managing year-round staff, and attracting talented seasonal staff each year. The Executive Director will bring a learning mindset to the work, have a love of the outdoors, and appreciate the opportunity to make a difference in the lives of boys.

## **Essential Duties and Responsibilities**

### **Organizational and Strategic Planning**

- Work with the board of directors to set the strategic vision for the organization and to lead the strategic planning efforts in the context of the Mission
- Shape the strategic direction and cultural identity of the organization, fostering new traditions while honoring and preserving existing ones

### **Camper and Family Experience**

- Develop, implement, and lead effective strategies for recruiting campers and their families
- Establish and maintain open communication with parents and campers
- Address inquiries, concerns, and feedback in a timely and professional manner

### **Staff Management, Recruitment and Retention**

- Manage a senior leadership team of five that includes three year-round employees: Director of Advancement; Assistant Director; Director of Operations; and two seasonal reports: Head Counselor and Program Director

- Attract, develop, and retain qualified and passionate staff members for all camp positions
- Establish an organizational structure that clarifies roles and responsibilities, aligns talent with needs at all levels of the organization, and facilitates communication, enables leadership development, and reinforces accountability
- Establish a professional development curriculum at all levels of the organization that provides constructive feedback and opportunities for coaching and mentoring in a positive, supportive environment
- Establish a long range succession plan for key program areas where loss of expertise and institutional knowledge represents risk to the quality of the program as well as camper and staff retention

#### Marketing and Outreach

- Communicate effectively the value of an all-boys' residential summer camp and Agawam's mission
- Create and execute marketing campaigns to promote the camp and increase enrollment and ensure financial sustainability
- Lead and refine an annual communication plan to engage and inform the Agawam community and to support events and fundraising efforts
- Participate in relevant community and industry professional organizations, including ACA National, ACA New England, MYCA, Maine Summer Camps, Chamber of Commerce, etc., that expand the camp's reach

#### Program Management and Operational Oversight

- Collaborate with summer camp leaders and staff to lead and continuously improve a premium program and camp experience that has lasting impact as articulated in the mission statement of the camp
- Foster a positive and inclusive camp culture that prioritizes safety and well-being
- Identify, empower, and manage the summer leadership team whose responsibilities include the day-to-day summer camp operations, including scheduling, logistics, dining service, travel, and administrative tasks
- Ensure compliance with relevant regulations and safety standards
- Implement and enforce camp policies to create a secure and supportive environment
- Address and resolve any issues or challenges that will arise during the summer season

#### Financial and Risk Management:

- Lead the business affairs of the camp and be accountable for P&L of the organization

- Achieve financial targets by prioritizing enrollment, fundraising, and cost management
- Monitor expenses, revenue, and annual performance with special attention to summer operations
- Ensure that the camp complies with all state regulations as well as American Camp Association (ACA) standards required to maintain accreditation in good standing, and incorporates best practices in its operations

## **Qualifications and Experience**

- 10+ years of experience and a track record of success in a relevant field and/or non-profit setting (education, camping, recreation, youth development)
- Ability to identify with and embrace the mission of Agawam and/or the culture of a residential summer camp is essential
- Specific experience in residential camping, with personal experience as a camper, counselor, or leader is desirable
- Strong leadership, organizational and communication skills
- Demonstrated experience managing complex teams of seasonal staff with a range of abilities, skills, personal maturity, and work experience, including: teenagers, college students, international staff, educational professionals, and retirees/volunteers
- A track record of running a sustainable business: financial acumen, experience building and managing to a budget
- Strong customer service and sales orientation
- Experience with or willingness to participate in philanthropic fundraising
- Comfort with technology and learning mindset: Agawam currently uses CampMinder information systems, Little Green Light, email marketing platforms, website, and social media

## **Personal Attributes**

- Exceptional communication and listening skills
- Personal integrity and honesty
- Personal and professional maturity
- Empathy and kindness
- Courage and patience
- A positive attitude and an optimistic outlook
- A learning mindset
- A love of the outdoors

Camp Agawam does not discriminate based on gender, race, color, national origin, religion, creed, age, disability, marital or familial status, sexual orientation, veteran status, or any characteristic that is legally protected under applicable local, state, or federal law. This nondiscrimination policy includes but is not limited to admission, financial aid, educational programs, athletics, and employment.

The compensation package for this position includes health insurance benefits, seasonal housing, and a base pay range that starts at \$110,000, depending on experience.

**Interested candidates, please contact Narwhal Talent Partners:**

**- by voice or text**

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**All inquiries are treated as confidential.**