ANCORA • EXECUTIVE LEADERSHIP

Chief Executive Officer

Position Description

Title	Chief Executive Officer
Organization	AncoraTN (formerly End Slavery Tennessee)
Location	Nashville, TN (Middle Tennessee)
Reports to	Board of Directors, through the Board Chair
Board status	Ex officio member of the Board and all committees, without vote unless otherwise provided by law or Board action
Direct reports	Executive leadership team (development, finance/HR, operations, and programs)
Employment type	Full-time, exempt; evenings and weekends as needed
Compensation	$140,000 Determined by board confirmation, commensurate with experience.

ABOUT ANCORATN

AncoraTN (ATN), formerly End Slavery Tennessee, works tirelessly to nurture survivor healing and strategically combat human trafficking in Middle Tennessee. We seek to break cycles of exploitation and support survivors of human trafficking as they heal from their traumas—offering long-term, comprehensive aftercare services. Through training communities and professionals, advocating for legal changes, and implementing prevention programming, AncoraTN works to stop human trafficking before it ever begins.

AncoraTN was founded in 2012 as a faith-based, not-for-profit organization for the purpose of community awareness and education. We strive to create an environment of faith and spirituality to restore hope and a lifetime of community. We are an agency committed to trauma-informed principles and seek to promote an environment focused around a diverse and inclusive team - all working towards the mission and vision of the organization.

WHY THIS ROLE MATTERS NOW

AncoraTN's mission is clear and its program work is strong. What the organization needs now is an executive who can build the operating and financial foundation that lets that mission reach more people, for longer.

> **Growth here is not about scale for its own sake.** *Every dollar raised and every system built translates into more survivors served. The CEO must be able to hold both the mission and the machine, and to help everyone in the organization see how one makes the other possible.*

POSITION SUMMARY

The CEO is AncoraTN's senior executive and administrative leader, accountable to the Board for mission effectiveness, financial sustainability, and organizational health. The CEO implements Board policy, sets and executes organizational strategy, leads operations through the executive team, stewards financial resources, builds partnerships, drives fundraising, and advances the mission through education, prevention, survivor support, and public engagement.

The CEO's primary focus is external and strategic: relationships, resources, and reputation. Internally, the CEO leads through the executive team by setting direction, defining who decides what, holding standards, and removing barriers, rather than managing day-to-day operations. The CEO stays close enough to the work to recognize when something is off and knows how to deploy the right person or process to address it.

WHAT THIS LEADER MUST BRING

These are the defining requirements for this search. AncoraTN's program and clinical leaders carry deep subject-matter expertise; this role is about leading the organization that makes their work possible. Candidates should already have demonstrated these capabilities in a prior role. This is not a position to grow into while in the seat.

Proven organizational leadership	A track record of running an organization or major business unit, not only leading a program or function. Has led through instability, turnaround, or significant change and left it stronger.
Business and financial acumen	Reads and interprets financial statements fluently, builds and manages budgets, understands cash position and restricted funding, and makes resource decisions grounded in financial reality.
Decisive judgment and clear decision rights	Makes timely decisions with the information available. Establishes who decides what across the leadership team quickly, confirms it once, and holds people to it.
Accountability that cascades	Holds direct reports accountable for outcomes and expects them to do the same with their teams. Elevates leaders from tactical execution to strategic ownership.
Courage for hard conversations	Direct and assertive without being aggressive. Knows when to press forward and when to pause. Willing to make difficult personnel and structural decisions when the organization requires them.
Conflict navigation with executive maturity	Navigates interpersonal, team, and Board-staff tensions with professionalism. Resolves issues at the right level rather than escalating or avoiding them.
Mission-to-business translation	Bridges the heart of the work and the discipline of running it. Can explain to program staff, development staff, and donors alike why financial strength and survivor care are the same goal, and unify them as one team.

Focus and prioritization	Narrows the organization's attention to what matters most, sequences the rest, and is comfortable saying 'not now.' Turns large goals into clear expectations for every role.
Fundraising leadership	Personally engages donors, funders, and partners and leads a culture where everyone understands their part in the organization's financial health.

CORE RESPONSIBILITIES

1. Strategic Leadership & Vision

- Set and communicate a clear organizational direction aligned with the mission and the needs of the survivor community.
- Partner with the Board on the multi-year strategic plan; execute it through annual and quarterly priorities set with the executive team.
- Narrow organizational focus to the highest-impact priorities and explicitly defer what can wait.
- Anticipate trends in funding, policy, partnerships, and the sector, and position AncoraTN accordingly.
- Keep the organization true to its mission and core values through ongoing assessment of risk and opportunity.

2. Financial Sustainability & Oversight

- Own the organization's path to financial sustainability; prepare the annual budget with finance leadership and monitor performance against it.
- Maintain working knowledge of all funding streams, grant requirements, restricted funds, and cash position.
- Weigh major decisions (hiring, restructuring, program expansion, capital projects) against financial reality.
- Approve expenditures and execute contracts within Board-delegated authority; ensure timely, accurate financial reporting and funder compliance.
- Protect organizational assets and ensure AncoraTN operates within its means.

3. Fundraising & Resource Development

- Lead fundraising strategy in partnership with the Chief Development and Marketing Officer and Development staff; personally cultivate and steward major donors, foundations, corporate partners, and government funders.
- Translate financial goals into clear, role-level expectations so every staff member understands how their work connects to the organization’s sustainability.
- Ensure a written, measurable development plan exists and is reviewed regularly with the executive team and Board.

4. Executive Team Leadership

- Build, develop, and hold accountable a high-functioning executive team; conduct annual performance evaluations of direct reports.
- Define and document decision authority across the leadership team, then hold leaders to it.

- Develop executives who are new to C-suite roles, moving the team from tactical execution to strategic leadership.
- Conduct regular one-on-ones focused on priorities, obstacles, and leadership development.
- Maintain a clear organizational chart with defined supervisory lines; oversee hiring, onboarding, staff care, and annual training in partnership with HR leadership.

5. Board Partnership & Governance

- Serve as the primary liaison to the Board and its committees; carry out Board policy.
- Keep the Board informed, proactively sharing progress, risks, and decisions that require oversight.
- Bring specific requests to the Board: what is needed, by when, and in what form, informed by input from across the organization.
- Prepare agendas with the Board Chair and distribute Board packets (including CEO and executive reports) on the schedule set by the bylaws.
- Orient and educate the Board on the policy manual, bylaws, conflict-of-interest and financial policies, and AncoraTN's trauma-informed approach.
- Maintain a clear line between governance and operations; resolve operational matters at the staff level and protect the Board's time for governance.

6. External Relations & Advocacy

- Serve as the public face and voice of AncoraTN with funders, government partners, media, researchers, and the anti-trafficking field locally, statewide, and nationally.
- Represent AncoraTN at the executive level in statewide coordination, including the Tennessee Counter-Trafficking Alliance and Human Trafficking Council [scope to be confirmed].
- Advocate for anti-trafficking policy and legislation; network with government officials and multi-agency strategy groups.
- Maintain MOUs and collaborative partnerships with key stakeholders; approve high-level external communications.
- Build AncoraTN's credibility through public speaking, writing, and contributions to research initiatives.

7. Culture, Communication & Program Oversight

- Set the tone for a culture of respect, healthy conflict resolution, and open feedback; foster psychological safety so staff can raise concerns without fear of retaliation.
- Ensure communication is clear, timely, and consistent, and that people across functions share a common language for priorities and decisions.
- Maintain a visible, credible presence on campus and in the community.
- At a strategic level, ensure appropriate clinical oversight exists for all direct-service staff and hold the executive team accountable for program quality, outcomes, and compliance.
- Ensure legal and regulatory compliance across all programs and operations.

HOW THE CEO ALLOCATES TIME

Rather than fixed percentages set in advance, the CEO is expected to build and own a leadership calendar that reflects the organization's priorities.

- **Within the first 90 days,** map the annual calendar: mandatory external commitments (statewide councils, government and coalition meetings, key events) and the seasonal rhythm of the year.
- **Allocate remaining capacity** across fundraising, executive team leadership, Board partnership, and campus presence, with fundraising treated as a primary, protected commitment.
- **Present the calendar to the Board** along with any capacity gaps it reveals and a recommendation for how to close them.
- **Review it annually,** or sooner when organizational priorities shift.

LEADERSHIP BEHAVIORS & STANDARDS

Presence & reliability	Arrives prepared and on time. Maintains a regular, intentional presence with staff, survivors, and partners.
Communication	Communicates decisions clearly and proactively, shares the reasoning behind decisions that affect staff, and responds promptly and professionally.
Delegation & empowerment	Delegates authority, not just tasks. Empowers direct reports to own their areas, including day-to-day program and clinical decisions, staff HR matters, and the relationships within their scope. Respects decisions made by direct reports and holds people accountable for outcomes, not constant check-ins.
Conflict & feedback	Addresses performance concerns directly, privately, and fairly. Receives feedback without defensiveness.
Ownership & initiative	Brings recommendations, not only questions. Defines what is needed and moves it forward without waiting to be told.
Ethical leadership	Makes mission-driven, values-aligned decisions. Protects survivor dignity, confidentiality, and staff ethics. Ensures fair, transparent, merit-based hiring and advancement.

WHAT SUCCESS LOOKS LIKE

First 90 days

- Completes a listening tour with staff, Board, key donors, funders, and government partners.
- Develops a clear understanding of the financial position and presents an initial sustainability assessment to the Board.
- Confirms decision rights and reporting lines across the executive team.
- Sets near-term organizational priorities and communicates what is being deferred.
- Presents the annual leadership calendar and any capacity recommendations to the Board.

First 12–18 months

- A Board-approved financial sustainability plan is in place and progress is reported against it.
- A written development plan is being executed, with the CEO personally active in major donor and funder relationships.

- The executive team operates with clear ownership and accountability, with less escalation to the CEO.
- Program and development functions work from shared priorities and a shared language.
- Board and staff roles are clear, and the Board spends its time on governance.

QUALIFICATIONS

Required

- Bachelor's degree required; master's degree preferred (MBA, MPA, MSW, nonprofit management, or related field).
- Minimum five years of senior leadership experience, including demonstrated success as a CEO, executive director, COO, general manager, or equivalent leader of an organization or major business unit.
- Demonstrated financial management experience: budget ownership, financial statement fluency, and resource allocation under constraint.
- Proven record of building, developing, and holding an executive team accountable.
- Experience leading an organization through change, turnaround, or growth.
- Demonstrated fundraising, revenue generation, or business development success.
- Exceptional written, oral, interpersonal, and presentation skills; effective with Boards, staff, donors, media, and senior government and community partners.
- Commitment to implementing strategy in alignment with trauma-informed care principles.
- Alignment with and willingness to model AncoraTN's core values and faith-rooted mission.
- Able to pass a background investigation and initial and subsequent drug screening.

Preferred

- Nonprofit executive leadership experience, including partnership with a governing Board.
- Familiarity with human trafficking response, survivor-centered care, or trauma-informed service delivery.
- Experience with government relations, public policy advocacy, or coalition-building.
- Capital campaign, major gift, or government and foundation grant experience.
- Established philanthropic network in Middle Tennessee, or a demonstrated ability to build one quickly.

> **Note to candidates:** Direct anti-trafficking or clinical experience is valued but not required. AncoraTN's program and clinical leaders bring that expertise. The priority for this role is proven organizational, financial, and executive leadership.

WORK ENVIRONMENT

Work is performed primarily in an office setting with intermittent sitting, standing, walking, and light physical activity. Most work is done at a computer, by phone, and in face-to-face conversation with staff, survivors, and partners. Local and regional travel by personal vehicle is required. Full-time, with evening and weekend hours as needed.

COMPENSATION & BENEFITS

Target base salary: Commensurate with experience

- Health care benefits
- Employer-provided cell phone
- Monthly therapy stipend
- Paid time off, accrued monthly; sick leave, accrued per pay period
- 13 paid holidays and 4 floating holidays
- Short-term disability, long-term disability, AD&D, and life insurance
- 403(b) retirement plan with employer match

HOW TO APPLY

Submit a cover letter and resume to boardchair@ancoratn.org with your name and the position title in the subject line. No phone calls, please.

EQUAL EMPLOYMENT OPPORTUNITY

AncoraTN recruits, employs, trains, compensates, and promotes without regard to race, religion, color, creed, national origin, sex, disability, age, veteran status, or any other status protected by applicable law.