



President, Solutions Division  
Enterprise Community Partners

## THE SEARCH

Enterprise Community Partners (Enterprise) seeks a transformational, inspiring, and strategic leader to serve as the next President of the Solutions Division. This is a remarkable opportunity to join an organization that is dedicated to supporting community development organizations on the ground and works to aggregate and invest billions to improve housing and strengthen communities across the U.S. Since 1982, Enterprise Community Partners has invested \$80.9 billion and created one million homes across all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands to make home and community places of pride, power, and belonging, as well as platforms for resilience and upward mobility.

Reporting to Shaun Donovan, the CEO of Enterprise Community Partners, the President of the Solutions Division will oversee the operation of a 501(c)(3) nonprofit, managing competing objectives and requirements across departments, other departments within Enterprise, and with external clients (including contractors, vendors, financial institutions). The President will bring the full strength of Enterprise's programmatic, policy, and advisory services nationwide to fulfill Enterprise's mission of addressing poverty and the lack of access to opportunity and countering the impacts of embedded discrimination. The President will be responsible for aligning the teams across the Division and collaborating with leaders organization-wide, leveraging Enterprise's other two Divisions (Capital and Community Development) to maximize external impact. The operating budget of the Solutions Division is roughly \$55 million with another \$600 million under management, in addition to multimillion acquisition funds in Los Angeles and New York.

The ideal candidate for this opportunity will be a pragmatic, transformational leader with creative, analytical, and financial acumen who will bring a depth of knowledge and experience in the areas of economic development, poverty, community development, affordable housing, racial equity, economic mobility, and/or nonprofit management. They will also have a strategic, decision-enabling mindset and demonstrated fundraising experience that will allow them to effectively lead the Solutions Division and serve as an effective collaborator with internal and external stakeholders. A key element of this role will be providing guidance and advice to Enterprise's management team. It will also be essential for this individual to have demonstrated knowledge of and experience working in public policy across multiple levels of government with the successful candidate having exposure on the national level of government and policy.

Enterprise Community Partners has retained the services of Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations should be directed in confidence to the search firm, as indicated at the end of this document.

## ABOUT ENTERPRISE COMMUNITY PARTNERS

### History and Impact

Enterprise's history dates back to 1973, when Terry Flood, Barbara Moore, and Carolyn Banker, friends and members of the Church of the Savior in Washington, D.C., formed Jubilee Housing, a community organization that transformed the Adams Morgan neighborhood of D.C. with help from Jim Rouse. Their vision was to purchase and transform the neglected Ritz and Mozart apartment buildings in their neighborhood and make good homes possible for their community. After seeing the impact of community groups like Jubilee, Jim and Patty Rouse founded Enterprise to help empower communities across the country.

Since 1982, Enterprise Community Partners has invested \$80.9 billion and created one million homes across all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. In 2024 alone, Enterprise proudly invested \$8.8 billion, created 68,000 homes, and created 508,449 square feet of community space, all in support of its mission to make home and community places of pride, power, and belonging as well as platforms for resilience and upward mobility.

Today, Enterprise Community Partners is a national nonprofit that exists to make a good home possible for the millions of families without one. The organization supports community development organizations on the ground and works to aggregate and invest billions to improve housing and strengthen communities across the U.S. Enterprise advances housing policy at every level of government and takes pride in building and managing communities themselves. Enterprise has [local offices](#) that serve local and regional needs across the country, allowing their work to be informed by the residents that they serve.

Together with its partners, Enterprise Community Partners focuses on the greatest need — the massive shortage of affordable rental homes — to achieve three goals as outlined in its [strategic plan](#):

- [Increase the supply of affordable homes](#)
- Advance [racial equity](#) after decades of systematic racism in housing
- Support residents and strengthen communities to be [resilient](#) to the unpredictable, and make [upward mobility](#) possible

To achieve these goals, Enterprise operates across three divisions — Solutions, Capital, and Community Development — that unify and leverage a family of purpose-built affiliates to execute its work.

With the belief that lasting change requires a tailored approach and ongoing feedback at each level, Enterprise measures its impact across three levels — [systems](#), [communities](#), and [people](#). The organization has the full range of capabilities to address all three levels, making its theory of impact a reality.

## Solutions Division

The Solutions Division operates a 501(c)(3) nonprofit nationwide with programmatic, policy, advisory, and capacity-building arms at the national, state, and local levels, working in more than 700 communities and in collaboration with thousands of partners in the nonprofit, public, and for-profit sectors. The Division creates programmatic solutions and supports community development organizations with funding, programs, and technical assistance.

## Capital Division

The Capital Division comprises several subsidiaries: a 501(c)(4) nonprofit that invests and asset manages a range of tax credits and equity; a 501(c)(3) nonprofit that is one of the country's largest publicly rated [Community Development Financial Institutions \(CDFI\)](#); and an equity interest in Bellwether Enterprise, through which the Division also provides access to conventional mortgage products. This division aggregates and invests capital in homes and communities, using discipline and creativity to achieve impact and returns.

## Community Development Division

The [Community Development](#) Division operates a 501(c)(3) nonprofit that is one of the largest nonprofit owners and developers of affordable homes in the Mid-Atlantic and is the sixth largest nonprofit affordable housing provider in the U.S., serving over 23,300 residents. Work within this division includes a start-to-finish approach to building well-designed homes that residents can afford, dedicated services connecting residents to opportunities with tailored community programming, a proven track record of owning and operating quality communities and providing exceptional living experiences, and a dedication to building electrification projects at properties that are served by natural gas, as well as developing nearly 50 MW of solar generating capacity over the next 7-10 years.

For additional information, please visit [enterprisecommunity.org](https://enterprisecommunity.org).

## Leadership

Shaun Donovan is the CEO of Enterprise Community Partners. One of the nation's foremost leaders in housing and community development, Donovan's 30-year career in public service has focused on building opportunity and fighting for people and communities too often left behind.

He served in President Barack Obama's cabinet for his full eight years in office, as secretary of the U.S. Department of Housing and Urban Development (HUD) from 2009 to 2014 and as director of the U.S. Office of Management and Budget from 2014 to 2017. He was commissioner of the New York City Department of Housing Preservation and Development from 2004 to 2009.

As HUD secretary, Donovan led the fight against the nation's unprecedented foreclosure crisis and served as chair of the president's Hurricane Sandy Rebuilding Task Force. He also advanced landmark fair housing protections and led the strategy that dramatically reduced homelessness around the country, including cutting in half the number of veterans sleeping on our streets and in shelters. Later, as director of the U.S. Office of Management and Budget, Donovan increased investment in domestic and national security priorities as well as oversaw regulations that reduced inequality, expanded access to healthcare, improved education, and fought climate change. He also served in the Clinton administration as deputy assistant secretary for multifamily housing at HUD and as acting Federal Housing Administration commissioner during the Clinton/Bush presidential transition.

After a mayoral run in his hometown of New York City, Donovan was named a senior fellow by the Ford Foundation in 2022 and currently serves as a trustee of the Urban Institute, Regional Plan Association, National Alliance to End Homelessness, Greater NY, and Rethink Food, as well as on the advisory board of Opportunity Insights. He holds bachelor's and master's degrees in public administration and architecture from Harvard University.

## Role of the President

Reporting to the CEO, the President of the Solutions Division will bring the full strength of the Division's programmatic, policy, and advisory services nationwide to fulfill Enterprise's mission of addressing poverty and the lack of access to opportunity and countering the impacts of embedded discrimination. The President will assume primary responsibility for ensuring the financial stability and growth of the organization, enhancing and aligning programmatic offerings, supporting efforts to invest and raise capital into communities, building and strengthening networks of partners and communities, and influencing policy at local, state, and federal levels.

Primary job duties of the President include:

- Ensuring financial stability and growth through multimillion-dollar fundraising and partnership development.
- Innovating and enhancing Enterprise's offerings to drive systemic change, promote racial equity, and optimize impact.
- Serving as an industry thought leader and external spokesperson on programmatic and policy matters; leveraging communication skills and personal stature to amplify the Enterprise mission and brand.

- Supporting the organization's efforts to invest and aggregate significant capital into communities through public and private sector partnerships, provision of on-the-ground programs, building networks of partners/communities, and influencing policy at local, state, and federal levels.
- With the support of the largest affordable housing policy team in the nation, effectively influencing and advancing Enterprise in a bipartisan manner.
- Driving strategic alignment for programs across the organization and creating new networks for influence and impact with partners, investors, and communities.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT, SOLUTIONS DIVISION

The President of the Solutions Division will have prior knowledge and experiences to successfully address the following challenges and opportunities:

### **Provide strategic leadership towards the growth of Enterprise Community Partners, the enhancing of its mission and its overall effectiveness**

- Promote, endorse, and magnify the mission and vision of Enterprise and its work towards affordable housing and related causes.
- Working with senior leadership, ensure that Enterprise remains grounded in the experience of the organizations that it serves, reports to, represents, and advocates for.
- Serve as a skillful project manager, demonstrating an ability to effectively address complex projects within the organization, including but not limited to change mandates.
- Drive effective organizational management, particularly through transformation of structure, culture, strategy, and/or digital capabilities.

### **Build, motivate, and lead an accomplished team of staff members**

- Build and maintain a culture of support and commitment to diversity, equity, and inclusion that attracts and retains talented and high-performing staff members, working across multiple locations.
- Serve as a motivational and inspirational leader to garner trust, a spirit of collaboration and teamwork, and a commitment to the mission and work of Enterprise from direct reports and colleagues.
- Manage and lead team members with vision and purpose, working to create a culture that embraces innovation, continual change and growth, and organizational effectiveness.

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**Serve as an effective spokesperson and advocate in interactions with key stakeholders, community members, and the general public**

- Provide leadership in serving as an effective spokesperson to communicate and amplify Enterprise's impact to internal and external stakeholders as well as the general public to garner further support for the organization.
- Work effectively with multiple internal and external stakeholders, including colleagues, community groups, a board of directors and/or advisory board, investors, and foundations.

**Ensure organizational growth through skillful fiscal management and fundraising**

- Working with staff, provide leadership in the developing and managing of the Solutions Division's budget and budgetary goals.
- Oversee the planning and implementation of an annual development strategy that will identify philanthropic opportunities with an ability to bridge donor goals, community needs, and organizational solutions and aspirations, especially in the ongoing development of programmatic initiatives.
- Possess an ability to develop and enhance new and existing relationships with institutional and high-net-worth donors.

**Continue to expand and sustain Enterprise's programmatic initiatives**

- Provide leadership in the ongoing assessment of Enterprise's offerings to gauge effectiveness, impact, and opportunities for expansion.
- Work with leadership and staff to enhance programmatic offerings nationwide that will advance the impact the organization has in supporting community development organizations, creating affordable housing, and strengthening communities across the U.S.

**Maintain and expand a comprehensive understanding of local, state, and national public policy as it relates to the work of Enterprise to influence the impact and effectiveness of the organization**

- Work with market leaders to maintain a strong understanding of local and state policies that impact the work of Enterprise.
- Provide leadership in working with the Solutions team to learn from what is going on within the communities that Enterprise serves, and connecting it to federal policy work.

## **QUALIFICATIONS AND CHARACTERISTICS**

Enterprise Community Partners seeks candidates with a well-rounded combination of the following qualifications and characteristics:

- Demonstrated understanding and commitment to Enterprise's mission and vision.
- 15+ years of progressive experience, ideally leading programmatic and/or policy initiatives in organizations similar to Enterprise in terms of impact, scope, and complexity.
- Senior leadership experience and comprehensive understanding of trends in the areas of economic development, poverty, community development, affordable housing, racial equity, economic mobility, and/or nonprofit management.
- Strong external presence, preferably on a national level, with an ability to engage with a wide range of constituencies such as donors, policymakers, private businesses, community residents, etc.
- Foundational understanding of business operations and financial metrics with the ability to exercise prudent oversight.
- Significant experience in philanthropy and donor cultivation with demonstrated success record.
- A pragmatic leader with strategic, creative, analytical, and financial acumen as well as a strong business intellect, action orientation, and an ability to conceptualize and drive systemic change.
- Proven record providing direction, motivating, and growing employees to drive high levels of performance.
- Track record of successful team building, and ability to establish warm relationships with others
- Ability to understand connectivity with relevant entities and individuals and an ability to leverage those connections in pursuit of organizational goals.
- Excellent written and oral communication and interpersonal skills with a demonstrated ability to work across business functions and with a variety of individuals.
- Master's degree (MA, MS, MBA) or equivalent (e.g., CPA, PE, etc.) strongly preferred.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/enterprise-community-partners/president-solutions-division>. Electronic submission of materials is strongly encouraged.

Donna Cramer, Partner  
David Grimes, Senior Associate  
Ryan Smillie, Senior Search Coordinator  
Isaacson, Miller

***Enterprise is an Equal Opportunity Employer.***

*We value a diverse workforce and strive to create an inclusive culture. Enterprise encourages and considers applications from all qualified individuals without regard to race, color, religion, gender, sexual orientation, gender identity or expression, age, national origin, marital status, disability, veteran status or any other characteristic protected by applicable law. Enterprise is committed to providing reasonable accommodations for individuals with disabilities to ensure full participation in the interview process and to perform essential job functions.*