



Executive Director Aloha Foundation

Fairlee, Vermont



THE SEARCH

The Aloha Foundation, a Vermont-based nonprofit organization dedicated to inspiring people of all ages to learn, grow, and connect through transformative experiences in nature, seeks a strategic and dynamic leader to serve as its next Executive Director (ED). Through six core programs—three residential summer camps, a day camp, a family camp, and a year-round outdoor education center—the Foundation serves 7,500 participants annually. In October 2026, Aloha will expand to seven core programs through the acquisition of Lochearn, a nearby girls' sleepaway camp, further strengthening its ability to serve youth, families, and communities through transformational outdoor experiences. At the heart of Aloha's work is a belief in the power of intentional community, meaningful connections to the natural world, and the development of character through challenge, responsibility, collaboration, and belonging.

Across its programs, Aloha serves children, adolescents, families, educators, community organizations, and older adults through experiences that emphasize authentic human connection, simplicity, and outdoor living. Participants are encouraged to engage deeply with one another, their surroundings, and themselves in settings that prioritize face-to-face interaction and community engagement.

A defining characteristic of the Aloha experience is its commitment to supporting individual agency within a caring community. Participants are encouraged to make choices, set goals, and challenge themselves in noncompetitive environments that promote safe risk-taking, personal growth, and self-discovery. Through daily opportunities to exercise autonomy, campers and participants learn to make independent decisions while demonstrating respect, empathy, and responsibility toward others. In doing so, they develop skills and values that extend far beyond their time at Aloha and continue to shape their lives at home, in school, in their communities, and throughout their personal and professional lives. Aloha is committed to fostering diverse, equitable, and inclusive environments where every individual is valued for their unique experiences, perspectives, and contributions.

As the Aloha Foundation enters its second century, the organization seeks a visionary and mission-driven leader to honor its rich legacy while navigating the changing experiences of young people and guiding it toward a future of continued relevance, financial strength, and expanded impact. The next Executive Director will inherit an organization with exceptional strengths: dedicated and experienced staff and program teams, a deeply engaged alumni and donor community, a stunning natural setting, and a committed Board of Trustees that values thoughtful governance and strategic partnership. With annual revenue of approximately \$10 million, net assets of \$68.2 million, a full-time staff of 35 and approximately 388 seasonal employees, Aloha is well positioned to continue and enhance the profound impact it has on the communities it serves.

At the same time, this leadership opportunity presents meaningful and exciting work ahead. In partnership with the Board, staff, and broader community, the next ED will help shape the Foundation's long-term strategic direction, diversify and strengthen philanthropic support, and position the organization to thrive in a rapidly evolving environment. As the Foundation prepares to welcome Lochearn into the Aloha family of programs, the Executive Director will play a key role in ensuring a thoughtful and

successful integration while honoring the unique history, culture, and strengths of both organizations. They will also be mindful of opportunities for strategic growth, seeking ways to expand Aloha's reach, serve more constituents, and deepen its impact. The ED will play a critical role in ensuring that Aloha's programs continue to meet the needs of current and future participants while remaining rooted in the values and educational philosophy that have defined the organization since its founding in 1905.

The Aloha Foundation has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in strict confidence to the firm as indicated at the end of this document.



ABOUT THE ALOHA FOUNDATION

History + Current Context

The Aloha Foundation traces its roots to 1905, when educators Edward Leeds Gulick and Harriet Farnsworth Gulick welcomed the first campers to Aloha Camp on the shores of Lake Morey in Fairlee, Vermont. At a time when outdoor education opportunities for girls were rare, the Gulicks envisioned something transformative: a place where young people could develop confidence, independence, character, and a sense of responsibility through meaningful experiences in nature and community, and where those experiences would be taken seriously as a form of education. Their belief that personal growth comes through challenge, self-reflection, service to others, and connection with the natural world remains at the heart of the organization. Over the following decades, the Gulicks expanded their vision,

establishing additional programs that became beloved institutions in their own right. To discover more about Aloha's history and growth, please visit the [Aloha Foundation website](#).

In 1968, a dedicated group of alumni, parents, and members of the Gulick family came together to create the Aloha Foundation, a 501(c)(3) nonprofit organization, ensuring that the camps would be permanently protected and committed to the mission. That stewardship reflects a commitment that runs through the organization's history. Today, the Foundation serves approximately 7,500 participants annually through a diverse portfolio of camps, outdoor education programs, leadership experiences, and family programs. It also stewards more than 1,300 acres of forests, fields, and waterfront properties in Vermont, preserving an extraordinary physical environment that is integral to its experiential educational approach.

Serving as Executive Director of the Aloha Foundation represents a rare opportunity to lead an organization that combines a rich history with ongoing relevance and impact. Few institutions can point to more than 120 years of continuous commitment to youth development, experiential education, and community building.

A Family of Programs

Together, Aloha Camp, Hive, Lanakila, Horizons, Ohana Family Camp, the Hulbert Outdoor Center, and beginning in October 2026, Lochearn, comprise the Aloha Foundation's family of programs. While each serves a distinct audience, all are united by a shared commitment to experiential learning, personal growth, community, leadership, and stewardship of the natural world.

- [Aloha Camp](#) – Founded in 1905 for girls in grades 7–10, Aloha Camp emphasizes confidence, leadership, and personal growth through progressive skill development, including its distinctive multi-session rank system and extended wilderness trips.
- [Hive](#) – Serving girls in grades 3–6, Hive introduces younger campers to Aloha's traditions through outdoor adventure, community, and belonging, laying the foundation for lifelong friendships and personal growth.



- [Lanakila](#) – Founded in 1922 for boys in grades 3–8, Lanakila—meaning "victory"—embraces the Aloha tradition that true victory is victory over oneself, cultivating self-reliance, humility, teamwork, and personal responsibility.
- [Horizons](#) – Aloha's Day camp provides children in kindergarten through middle school with outdoor recreation, creative arts, and experiential learning while returning home each evening.
- [Ohana Family Camp](#) – With a multigenerational focus, Ohana offers families the opportunity to disconnect from technology and reconnect with one another through shared outdoor experiences that strengthen relationships and foster lifelong learning.
- [Hulbert Outdoor Center](#) – Operating year-round, Hulbert expands Aloha's reach through leadership development, outdoor education, team building, and experiential learning programs for students, educators, organizations, and families.
- [Lochearn](#) – Beginning in October 2026, the acquisition of Lochearn will expand the Foundation to seven core programs, broadening its impact and extending its mission to serve more youth, families, and communities.



ROLE OF THE EXECUTIVE DIRECTOR

Reporting to the Board of Trustees, the Executive Director serves as the chief executive officer of the Aloha Foundation and is responsible for providing strategic, visionary leadership that spans and unites the full enterprise across its soon-to-be seven programs and the central Foundation functions. The leadership team that reports to the ED includes the CFO, Senior Director of Programs, Director of Development, Director of Communications, Director of Enrollment and Marketing, and Director of Facilities. This mission-driven leader will possess a deep understanding of nonprofit management, organizational design, and governance best practices, coupled with the ability to translate vision into action and measurable impact.

The Executive Director will be a collaborative, transparent, and empowering leader who fosters a positive, inclusive, and healthy organizational culture. Responsible for attracting, developing, and retaining talented staff, this individual will create an environment where employees feel supported, valued, and accountable to shared goals. The successful candidate will demonstrate strong financial acumen, overseeing budgeting, financial planning, and resource allocation, while ensuring the long-term sustainability of the organization. As the Foundation's chief executive, the Executive Director is ultimately responsible for the safety and well-being of participants, staff, and volunteers across all programs and operations. This individual will foster a culture of safety, preparedness, and accountability while proactively identifying and mitigating organizational risk to protect the Foundation's people, assets, reputation, and mission. They will work closely with senior staff and the Board to strengthen organizational effectiveness, enhance cross-functional collaboration, and position the Foundation to respond thoughtfully to emerging opportunities and challenges.

As the organization's chief ambassador, the Executive Director will represent Aloha with authenticity, credibility, and enthusiasm among a wide range of stakeholders, including its alumni, donors, families, community partners, program participants, staff, and board members. An exceptional communicator and relationship builder, this leader will articulate a compelling vision for the Foundation's future. The Executive Director will be an accomplished fundraiser who can cultivate, solicit, and steward donors, strengthen existing philanthropic support, and diversify revenue streams to ensure continued growth and impact. Above all, the successful candidate will possess a genuine passion for Aloha's mission and a deep conviction that the experiences the Foundation provides matter now more than ever.

KEY OPPORTUNITIES + CHALLENGES FOR THE EXECUTIVE DIRECTOR

Serve as the chief steward of the Aloha Foundation's mission, values, and culture, developing an overarching vision and ensuring the translation of strategic priorities into actionable organizational goals.

In partnership with the senior leadership team and Board of Trustees, the Executive Director will develop and implement multi-year strategic plans that position the organization for continued and enhanced relevance, sustainability, and impact. This leader will monitor trends across the camp, outdoor education, youth development, and environmental sustainability sectors—including evolving participant needs, competing programs, regulatory and labor requirements, climate-related considerations, and other external factors—and proactively adapt organizational strategies to meet emerging opportunities and challenges. This leader will support excellence in program quality and safety, ensuring the Foundation not only maintains compliance with standards such as the American Camp Association (ACA) accreditation and other voluntary quality and safety benchmarks, but also serve as a recognized leader in advancing best practices across the field.

They will champion innovation and mission-aligned growth, identifying opportunities to strengthen and evolve programs. Working collaboratively across the organization, the ED will translate strategic priorities into clear operational plans with measurable goals, defined ownership, and realistic timelines, while

fostering a culture of accountability, alignment, and cross-functional collaboration. The successful leader will ensure that program design, delivery, and evaluation uphold Aloha's commitment to creating experiences that are welcoming and accessible to participants and families of all backgrounds.

Ensure the Foundation's long-term financial sustainability by aligning resource allocation, organizational priorities, and mission-driven impact.

Working in close partnership with the Chief Financial Officer and with the Board in their fiduciary capacity, the ED will steward the organization's financial health by establishing, tracking, and interpreting key performance indicators to identify trends, forecast future performance, and inform strategic decision-making. This leader will collaborate with the finance and program teams to develop, monitor, and manage annual budgets across all programs, ensuring disciplined and transparent management of organizational resources. They will make thoughtful and well-communicated decisions that balance mission impact, staff capacity, and long-term financial health. Utilizing financial data, the next leader will identify opportunities for improvement, strengthen accountability, and guide strategic investment. They will also provide clear, timely, and accessible reporting on financial and organizational performance to the Board of Trustees and other key stakeholders, ensuring strong governance and informed oversight.

Establish, strengthen, and maintain systems that promote operational excellence, program quality, accountability, and continuous improvement.

The Executive Director will partner closely with the senior leadership team to ensure operational excellence across a complex organization that balances the distinct demands of summer camp operations, year-round programming, and ongoing administrative functions. This leader will foster a unified organizational culture by establishing consistent expectations for leadership, program quality, communication, and accountability across all programs and sites. The ED will assess and oversee the systems and processes that support effective operations, including budgeting, logistics, communications, human resources, compliance, and incident response, while ensuring that clear standards, performance metrics, and continuous improvement practices are embedded throughout the organization.

The new ED will lead efforts to review, modernize, and streamline organizational systems, including through the thoughtful adoption of digital platforms and operational technologies that enhance efficiency, decision-making, and the participant experience. As a visible and engaged leader, the Executive Director will provide programmatic leadership, support, and guidance across all of the Foundation's programs throughout the year, helping to navigate challenges, respond to emergencies, and ensure the successful delivery of high-quality programs that reflect the Foundation's mission and values.

Foster a positive, inclusive, effective, and collaborative workplace culture where employees feel valued, supported, and empowered to contribute their best work.

The ED will provide direct supervision, mentorship, and performance management for senior team members, strengthening leadership capacity and ensuring effective management practices are consistently applied throughout the organization. They will establish a clear, goal-oriented environment,

working closely with the leadership team to define priorities aligned with the Foundation's strategic direction. Leading by example, the Executive Director will foster a culture of continuous performance management, coaching, and professional development, empowering leaders at every level to cultivate talent, provide meaningful feedback, and uphold a shared commitment to excellence and accountability. Effective communication and transparency will be key to the ED's leadership approach. They will ensure team members have clearly defined roles, measurable goals, and a strong understanding of how their work contributes not only their particular program but also the work of the Foundation as a whole.

In addition, they will promote a culture of learning, continuous improvement, and innovation by building systems that empower others to lead while maintaining appropriate supervision. A cornerstone of this work will be to build and sustain leadership development pathways, growing Aloha's organizational bench strength, supporting staff retention, and ensuring continuity of strong leadership.

Deepen and expand external relationships to advance the Foundation's mission and long-term strength.

A skillful fundraiser, the ED will grow relationships with alumni, donors, philanthropic partners, current participants, and families to advance the Aloha Foundation's mission and ensure long-term financial resilience. This leader will partner with the Director of Development to cultivate a broad base of support for the Foundation's endowment while intentionally building the relationships, strategic positioning, and internal team structure and resources necessary to ensure readiness for a future capital campaign. Through consistent engagement and strategic donor cultivation, the next ED will ensure the Foundation is well-positioned to secure philanthropic support and sustain its impact for generations to come.

This leader will be a visible and trusted member of the local community, and will build relationships with an array of partners at the state and local levels, advocating for the organization's interests when needed. Serving as a thought leader in the youth development and camping sector, the Executive Director will also represent Aloha at national and international conferences, including engagement with the American Camping Association and the Consortium of Camps, elevating the Foundation's visibility and influence within the field.

Build and maintain a strong, transparent, and collaborative partnership with the Board of Trustees to advance the Foundation's mission and strategic priorities.

As the primary liaison to the Board, the successful leader will ensure Trustees are well-informed and effectively prepared to govern by providing clear context, framing, and analysis that support sound decision-making. The Executive Director will deliver timely and comprehensive reporting on strategic direction, organizational progress, program outcomes, risk, and financial performance, including thoughtful recommendations and tradeoffs to guide Board deliberation. In close collaboration with Board leadership, the Executive Director will also support Board planning, composition, and governance effectiveness, including the design and facilitation of meetings and ongoing engagement that strengthens the Board's ability to provide strategic oversight and leadership.



QUALIFICATIONS + CHARACTERISTICS

Required:

- Minimum 10 years of progressive, executive leadership experience with a preference for experience in camps, education, outdoor education, or related fields
- Deep understanding of—and genuine enthusiasm for—the mission and culture of camp and outdoor education
- Expertise in strategic planning, program design, and evaluation
- A history of success in leading and developing high-performing teams
- Track record overseeing large, complex budgets, multi-site programs, and re/aligning required resources to ensure successful program outcomes and financial sustainability
- Experience leading organizational growth, including the successful integration of new lines of business, acquisitions, or program expansions
- Experience with complex compliance and regulatory frameworks, especially related to residential camp programming
- Demonstrated skill in partnering with a Board of Trustees
- Superior large-scale project management skills
- Exceptional communication, presentation, collaboration, and organizational skills
- Willingness to travel domestically and internationally for alumni engagement, fundraising, and recruiting events

Preferred:

- Master's degree (MBA, Master's in Nonprofit Management, or related field) or equivalent professional experience
- Demonstrated success in fundraising and grant development
- Background in facilities oversight, master planning, or capital project management

COMPENSATION + LOCATION

Compensation for this position will be competitive, with an anticipated salary range between \$180,000 - \$200,000. The Executive Director is expected to reside locally or within close proximity to the Foundation's campuses to maintain a consistent on-site presence throughout the year. During June through August, the Foundation's busiest and most impactful season, the Executive Director will be especially visible and actively engaged across Aloha's campuses and programs, providing hands-on leadership, responding to emerging needs, and helping ensure the safe and successful operation of all programs.

The Aloha Foundation is nestled in the scenic Connecticut River Valley and offers the opportunity to live and work in one of New England's most beautiful and vibrant regions. Surrounded by rolling hills, pristine lakes, forests, and an abundance of year-round outdoor recreation, the area offers an exceptional quality of life that balances natural beauty with a strong sense of community. The Foundation is conveniently located near Dartmouth College and Dartmouth Hitchcock Medical Center, providing access to world-class higher education, healthcare, arts, dining, and cultural amenities while preserving the charm and tranquility of rural Vermont.

APPLICATIONS, INQUIRIES + NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications (including resumes and two- to three-page letters of interest responding to the opportunities and challenges outlined above) should be sent via the IM website: <https://www.imsearch.com/open-searches/aloha-foundation/executive-director>.

Kennedy Kearney-Fischer, Managing Associate

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Isaacson, Miller

The Aloha Foundation is an equal opportunity employer and welcomes applicants from all backgrounds and identities.

This document has been prepared based on the information provided by the Aloha Foundation. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the Aloha Foundation would supersede any conflicting information in this document.



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