



**Center for Responsible Travel**  
*Transforming the Way the World Travels*  
[www.responsibletravel.org](http://www.responsibletravel.org)

## LEADERSHIP PROFILE

Role: Executive Director  
Organization: Center for Responsible Travel (CREST)  
Location: Washington, DC  
Website: [www.responsibletravel.org](http://www.responsibletravel.org)

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**VISION:** *To transform the way the world travels.*

**MISSION:** *To promote responsible tourism policies and practices globally so that local communities may thrive and steward their cultural resources and biodiversity.*

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### THE OPPORTUNITY

Founded in 2003 in the wake of the UN's 2002 International Year of Ecotourism, CREST's work initially focused on the role of small-scale ecotourism in empowering communities and conserving precious resources through responsible tourism. Over time, CREST's work has evolved to consider how *all* tourism can be more responsibly planned, developed, and managed across the tourism industry, from indigenous and community-based tourism to resort development, tourism in historic cities, and cruise tourism. Today, CREST is recognized as a leading expert on these topics; furthermore, its work has also expanded to encompass country-wide responsible tourism master planning and public sector collaboration.

**Iconic Executive Director Martha Honey**, who co-founded CREST<sup>1</sup> and has served as its leader and public face for 15 years, has announced her intention to retire from her position as Executive Director in mid to late 2019. Her successor will inherit a strong, well-regarded organization that is poised for its next set of accomplishments. The next ED will lead CREST to new levels of innovation, reputation, and achievement, building upon current momentum, financial strength, and proven results.

**This is a time of transition and promise**, driven by new environmental policies, tourism trends and emerging local and global discourse, consumer and business interest in sustainability, and significant ongoing changes in the marketplace. CREST aspires to remain at the pioneering edge of emerging trends and high-return solutions.

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<sup>1</sup> The Center for Responsible Travel (CREST), originally named the Center on Ecotourism and Sustainable Development (CESD), was co-founded and initially co-directed by Dr. Martha Honey and Stanford University professor Dr. William H. Durham. In 2015, Bill retired and Martha became CREST Executive Director headquartered in Washington, DC.



### The new Executive Director has an exciting mandate.

In partnership with a strong, engaged Board and staff, the ED will:

- Lead CREST to next-level innovation, accomplishment, and impact.
- Create revenue growth, enhancing the organization’s visibility and ability to raise foundation, philanthropic, corporate, and earned revenue.
- Evolve the business model and infrastructure to support scalable results, measurable successes, and growth over the next several years.



## THE ORGANIZATION

**Now, more than ever responsible tourism is critical.** When tourism development is responsibly managed to incorporate sustainable best practices, it has the power to bring employment and conservation to areas that otherwise fall prey to economic instability, clear-cut logging, mining, and industrial agriculture, and illegal trade and traffic. CREST believes travel, done right, can be a force for preserving environments, cultures, and destinations.

**CREST is an internationally recognized leader in responsible tourism,** with a strong, committed Board, four staff members, a network of Academic Affiliates, a deep bench of expert consultants, and an award-winning internship program. The organization’s academically rigorous, entrepreneurial, science- and market-based approach has led to significant advances and partnerships, among them in the past few years include:

- Co-publishing four edited volumes on coastal and marine tourism in the Caribbean (Business Expert Press, 2016-2018), *Cruise Tourism in the Caribbean* (Routledge Press, forthcoming 2019), and overtourism (Island Press, forthcoming 2020)
- Advocacy work and sustainable tourism field projects in Cuba
- A wide range of consulting assignments including an “The Economic Impact of Bear Viewing and Bear Hunting in the Great Bear Rainforest of British Columbia,” two seminal cruise studies in Central America,

tourism development work with the Indigenous communities in the Copper Canyon of Chihuahua Mexico, and regional Tourism Master Planning in Oman

- Hosting a highly sought-after annual World Tourism Day Forum on top-of-mind topics and in partnership with the high-profile organizations such as UN Environment, UN Foundation, and George Washington University, as well as government officials, opinion leaders, and the media
- Recognized and trend-setting conferences and workshops in different parts of the world
- The *Traveler's Philanthropy Handbook*, sharing best-practice case studies for how the travel industry and visitors can meaningfully give back to destinations
- A widely cited annual publication, *The Case for Responsible Travel: Trends & Statistics*, a meta-data compendium of research studies and surveys

**The organization had a full strategic plan completed in 2011 which was then updated in 2018.** The Plan serves as a framework for annual work plans, which are developed in concert with the organization's budgeting process. The new Executive Director will have the opportunity to provide meaningful input and direction to the organizations strategic planning process early in his or her tenure.

## PRIORITIES

CREST's approach is based on the following:

### Global Perspective:

Best practices and principles for responsible tourism can come from anywhere in the world and can equally be shared anywhere in the world.

### Underlying Values:

The world needs stable, healthy communities around protected areas, as well as new community-integrated forms of conservation. CREST seeks to determine the economic, social, and environmental impact of tourism on destinations. We believe that protecting communities means protecting their cultures, their local economies, and even their subsistence. It means looking for ways to alleviate poverty. Conservation means protecting biodiversity and thus the natural resources on which communities and tourism depend.

### Approach:

CREST is not a typical consulting or research firm. It only undertakes projects and programs that its staff and Board believe can "move the needle" towards responsible tourism. CREST does so through providing analysis, data, and tools to governments, tourism businesses, destinations, academics, international agencies, and nonprofit organizations. CREST offers research, educational programs, conferences, and field work to all of these audiences.

CREST is represented on numerous business, foundation, nonprofit, and government advisory committees, and is often consulted by private industry and professional associations connected to the travel and tourism industry.

CREST pursues its mission via three concrete goals (as outlined in the updated Strategic Plan):

- Alleviate Poverty – Supporting education, capacity building, self-sufficiency, and entrepreneurship in communities through responsible tourism.
- Conserve Biodiversity – Promoting positive environmental footprints through travel.
- Protect Cultures – Directly engaging tourists in preserving and experiencing authentic peoples and places.

Program Areas:

CREST has developed five successful program areas that are designed to deliver the principles and best practices in ways that protect communities and conservation:

- Identifying and focusing on critical (and often insufficiently studied/addressed) topics.
  - To date these have included Travelers' Philanthropy, certification, coastal and marine tourism, impacts of cruise tourism on destinations, climate change, and overtourism;
- Setting standards and strengthening responsible tourism;
- Analyzing impacts of different models of tourism and promoting innovation;
- Undertaking paid consulting, field research and projects, publications, conferences, and video documentaries; and
- Sharing expertise and providing leadership.

## THE RESPONSIBILITIES

**The new Executive Director will be a leader with vision, charisma, authentic passion, and credibility in the field of sustainability.** The ED will have a compelling presence, strong relationship skills, and proven expertise in growing revenues.

The Executive Director will:

**1. Be a visionary, inspiring leader of the mission and the organization.**

The ED will be a magnetic, strategic servant leader able to chart and resource next-level vision and accomplishments for CREST. The ED will be an influencer and catalyst who foresees and leads tourism trends and provides vision, strategy, and resources to advance the CREST mission. The ED will be or become nationally known as a thought leader and sought-after expert on issues of responsible tourism.

**2. Increase resources to support the mission. A primary responsibility of the ED will be to raise sufficient resources to meet or exceed CREST's annual budget and work plan.** The ED will inspire growing support for CREST's mission and priorities, with current and new philanthropic and governmental partners, individual members and donors, corporate sponsors, and partners. The ED will enhance CREST's fundraising capabilities and reach and will find ways to increase monetization of the value CREST provides. She or he will develop a sustainable, growing revenue stream consistent with the organization's aspirations.



3. **Be a compelling advocate and ambassador for the brand.**

The ED will be inspirational and influential at making an informed, persuasive case for sustainability and the CREST mission. The ED will envision and project the voice of CREST in ways that are compelling, nuanced, and impactful. He or she will position CREST as a pioneering force for positive change with audiences that include corporate, civic and conservation leaders, academia, elected officials, developers, local and indigenous communities, and the public.

Through one-on-one meetings, speaking engagements, media interviews, and communications including social media, the ED will elevate CREST's reputation, visibility, and impact.



4. **Be an uncommonly good relationship builder.** The ED will be engaging and a good listener with high emotional intelligence. He or she will be someone people from all walks of life naturally trust and want to work with – a person with an approachable style and unimpeachable integrity. The ED will create collaborative, win-win relationships that engender new opportunities and resources.

5. **Lead, manage, and strengthen CREST.** The ED will be a proven developer of great talent, teams, and infrastructure. She or he will be an outstanding, trusted manager and mentor who builds an environment of shared vision, values, high standards, and accountability. Through authentic, visionary, and pragmatic leadership, the ED will enhance the culture in ways that inspire staff and achieve results.

## ED Responsibilities

The following outlines the specific tasks the ED will carry out:

### Chief spokesperson for CREST

- Represent CREST as a foremost expert on responsible travel topics at industry, academic, and other events
- Perform interviews with media about CREST's work and responsible travel topics

### Financial: Budgetary and fundraising

- Identify, secure, and direct CREST studies, field research, and consulting projects
- Seek out funding opportunities through foundations, international funding agencies, relevant private sector sources, NGOs, and other creative fundraising sources
- Take the lead on organizational grant writing and project proposals
- Prepare annual budget, review with accountant and board, and oversee budget on regular basis
- Pay CREST bills and ensure receipt of payments to CREST (invoices, wire transfers, PayPal, checks, etc.)
- Maintain organizational finances and records
- Work with accountant on a regular basis to ensure accounts are up to date and liaise annually with auditor

## **Programmatic**

- Direct the engagement of outside consultants to work with CREST staff on consulting assignments, and provide project management/direction
- Lead role in writing consulting reports, white papers, and other CREST publications
- Collaborate with staff to conceptualize CREST events, publications, films, etc.

## **Staff and Administrative**

- Provide direct oversight of employees, conduct annual evaluations, and manage hiring/termination of any CREST employee or independent consultant
- Maintain professional email and phone communications with clients, partners, funders, and Board members
- Maintain organizational, personnel, and administrative files for the organization
- Hold weekly staff meetings and meet regularly with individual staff

## **Board**

- Participate as a non-voting member of the Board of Directors and the Board Executive Committee
- Work with Chair and/or Vice Chair to plan for and execute CREST Board of Directors' meetings
- Work closely with Board Chair and Managing Director to plan meetings and other board related functions

## **PERSONAL CHARACTERISTIC PROFILE**

**The ideal ED candidate is a compelling leader with success in sustainability and relevant organizational contexts.**

Entrepreneurial, innovative, and results-oriented, the ED will understand and have an informed commitment to the work of CREST. The ED will be experienced and comfortable in the worlds of philanthropy, business, government, diverse communities, the media, and public opinion. The ideal candidate is an individual with the following characteristics:

- A passion for responsible travel and for generating positive impact around economic, social, and environmental issues
- Experience living, working, and/or traveling abroad
- Strong writing and speaking skills
- Expertise and a solid, nuanced, and big-picture understanding of tourism sustainability issues across policy, consumer, and business circles
- Oriented to an approach that is culturally sensitive, grounded in science, academically-rigorous, fact-based, and pragmatic
- A networker with connections in the tourism, international development aid agency, nonprofit, philanthropic foundation, and business communities
- A good listener and a creative thinker, open to new ideas, solutions, and innovation
- A strong empowering team builder, role model, and inclusive leader for the staff
- Possess ability to work within different cultures and environments with sensitivity and professionalism
- Possess superior communication and relationship-building skills
- Possess strong organizational and planning skills
- A leader with passion for the mission of CREST and ability to put CREST before self-interests

- A compassionate person with a sense of humor and values and beliefs that are a fit with the culture of CREST

## QUALIFICATIONS NEEDED

The ideal candidate possesses the following qualifications:

- At least 10 years of experience and a proven track record in responsible tourism, international development, or related fields
- A mission and purpose-driven mentality focused on moving the CREST mission forward
- Outstanding credibility and connectedness in the tourism and/or international development fields
- Experience managing a highly-dynamic and wide-ranging team and project portfolio
- Understanding of and experience with professional tourism consulting and multi-disciplinary project management
- Knowledge of and experience with navigating philanthropic and foundation relationships and processes and writing foundation grant proposals
- Experience working with different cultures, both domestically and internationally
- Business acumen and experience, with experience in or a willingness to learn the intricacies of non-profit management
- Commitment to create a culture of learning and servant leadership
- Academic research experience and connections, or willingness to engage with this sector an asset
- Strong appreciation for the importance of strategic marketing and communications
- Undergraduate degree required. Advanced degree(s) preferred but may be offset by experience
- Excellent written and spoken English required, multi-lingual abilities (especially Spanish) an asset, given CREST’s strong focus in Latin America and the Caribbean
- Must have permission to work in the United States, and ideally have prior work experience in the U.S.

## THE RELATIONSHIPS

The ED reports to the CREST Board of Directors and currently manages a team of three full-time staff.

<b>The ED reports to:</b>	<b>Board of Directors. Salary set by and annual review conducted by Board.</b>
<b>ED direct reports include:</b>	<ul style="list-style-type: none"> <li>• Managing Director</li> <li>• Communications and Outreach Manager</li> <li>• Program Coordinator</li> </ul>
<b>Other key ED relationships include:</b>	<ul style="list-style-type: none"> <li>• CREST consultants</li> <li>• Project-specific Program Directors</li> <li>• CREST Honorary Advisory Board</li> <li>• Academic Affiliates</li> <li>• Current and potential partners, clients, and donors and funders</li> <li>• Corporate, civic, philanthropic. and community leaders</li> <li>• Global sustainability thought leaders and practitioners</li> </ul>

## THE LOCATION

The Executive Director position is based at the Center for Responsible Travel's headquarters in downtown Washington, DC.



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Compelling candidates could come from a variety of backgrounds. CREST is committed to the principle of equal employment opportunity for all and to providing employees with a work environment free of discrimination and harassment of any kind. CREST is an equal opportunity employer, and a diverse slate of candidates is being sought. All qualified candidates are encouraged to apply.

*The ideal candidate will have an opportunity to lead an established and recognized organization and team, develop their own expertise and become a responsible tourism leader in the international marketplace.*

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**To apply, ask questions, or suggest a prospective candidate, please contact CREST Managing Director Samantha Bray at [sbray@responsibletravel.org](mailto:sbray@responsibletravel.org). Applicants should submit the following by Sunday, April 14, 2019, at 11:59 p.m. EST:**

- Cover letter outlining your capabilities and particular suitability for the position
- Current resume or CV
- At least two writing samples (one journalistic and one academic preferred)
- Name, position, and contact information for three references, plus your professional relationship with each

**The targeted start date for the position is August 1, 2019.**

Salary commensurate with candidate's experience, as well as with comparable nonprofit positions in the Washington, DC area.