



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



UNITED FRIENDS *of the* **CHILDREN**

Preparing Foster Youth for a Future That Works

President and Chief Executive Officer

06 August 2015



Carlson Beck advises **United Friends of the Children** on the basis of an exclusive consulting assignment. The following details are for your information and should be kept **confidential**.



CONFIDENTIAL POSITION SPECIFICATION

United Friends of the Children

THE POSITION: PRESIDENT AND CHIEF EXECUTIVE OFFICER

REPORTS TO: BOARD OF DIRECTORS

LOCATION: LOS ANGELES, CALIFORNIA

THE ORGANIZATION

Mission and Vision

United Friends of the Children empowers current and former foster youth on their journey to self-sufficiency through service-enriched education and housing programs, advocacy, and consistent relationships with a community of people who care.

UFC's vision is to change the face of foster care in Los Angeles County.

Guiding Principles

- The way to have a deep and lasting impact on the lives of foster youth is to be with them over the long haul.
- The current dismal outcomes for foster kids relative to education can be changed.
- Consistent relationships with adults who care about education will help foster kids in grades 7-12 succeed academically.
- Four-year colleges and universities provide the best opportunity for foster youth to achieve a higher education.
- With the proper support and guidance, a job and a place to live, former foster youth can make a successful transition to adulthood.
- There are many pathways to success based on the strengths and interests of individual youth.

Programs

In 1990, UFC created its **College Sponsorship** program – providing college bound former foster youth with five years of financial and other support toward graduation. The program has evolved over the years in depth and approach, and is currently serving 208 young people at colleges and universities across the country. On average, 70% percent of youth graduate with a bachelor's degree.

In 2001, UFC decided it should offer a comprehensive transitional living program, supported by full-time UFC-employed social workers. It was further agreed that housing would be the anchor around which additional services such as employment, counseling, and life skills would be offered. Therefore, in 2002, UFC successfully implemented **Pathways**, a service-enriched transitional housing program which currently serves



approximately 160 youth per year in 12 facilities totaling 120 beds and an ever growing group of over 330 active alumni. UFC is in contact with 67% of all former program participants, 87% of whom are in stable housing and 74% of whom are employed.

In addition, UFC expressed a desire to develop upstream interventions leading to systemic change. Hence, in 2003, UFC launched the **College Readiness** program which was designed to ensure that foster youth in grades 7-12 had the skills and support to graduate from high school and go to college. There are currently 500 Readiness students in grades 7-12. Thus far, for youth who stay in the program four years or more, 100% graduate from high school, 97% attend college (with 51% attending four-year schools).

At the core of each UFC program is the belief that the best way to make a difference in the lives of foster youth is to provide a reliable relationship over time. Therefore, all of UFC's programs focus on consistency. Our commitment to College Readiness students is for six years; College Sponsorship participants can count on our support for up to five years; Pathways participants can spend 18 to 24 months in program housing but the relationship is extended many years beyond that through our alumni program and in our permanent housing partnerships.

UFC uses its knowledge and experience to influence policy decisions, particularly at the regional level, and is a frequent resource to others in Los Angeles and across the country, sharing program models, information and expertise. UFC staff members are also engaged in a very important, if less visible, form of advocacy every day, as they help youth navigate through the different systems that impact their lives (dependency, judicial, school, work, family, etc.).

To learn more about UFC, and to view some powerful videos of the inspiring young people who have benefitted from UFC's programs, please go to www.unitedfriends.org.

Organizational Operations and Structure

UFC's current staff size is 59, excluding 13 independent contractors who provide specialized services to UFC. The executive management team is comprised of the following staff members:

- President and Chief Executive Officer
- Director of Development
- Director of Outcomes & Evaluation
- Controller
- Director of Education Programs
- Director of Housing Programs

The Board of Directors has 23 members; they are high profile and influential in their communities and industries. They do significant work via the following committees of the Board: Executive, Governance and Nominating, Finance, Audit, Development, and Operating. UFC holds four Board meetings each year. The Board members are active in fundraising, particularly for UFC's signature event Brass Ring, and are strong on governance and best practices.

The annual operating budget is \$8.0 million.



Organizational Culture

UFC's culture reflects its values:

- Build effective and empowering partnerships with the youth, the community and each other.
- Embrace program evaluation that leads to excellence and impact.
- Create a fun and exciting environment that inspires learning and innovation.
- Communicate openly, honestly and with humility across all groups.
- Work together as one organization.

The culture reflects a “head and heart” approach to the work and UFC’s youthful clients. It is a combination of support, responsibility and accountability. The organization honors its history but also brings fresh ideas and innovations into its vision for the future of UFC and the youth that it serves. The organizational culture is about fairness, openness, and transparency, and doing the work with honesty and heart.

THE POSITION

The President and Chief Executive Officer (“CEO”) of UFC holds a position of strategic leadership and management. S/he will report to a high-level, sophisticated Board. S/he will lead and manage a high-performing staff of professionals who are committed to and take pride in the mission and operations of UFC. The CEO will be a national leader in the field of services and program models to support current and former foster youth to become successful, independent adults.

The CEO has the ultimate responsibility for leading and managing all operations of this complex organization, as well as providing business leadership and guidance to the Board of Directors. S/he will work in partnership with the Board on strategic planning, fundraising, external communications and policy matters.

The CEO is responsible for the fiscal sustainability of UFC; as such, s/he will be responsible for, along with the efforts of the Director of Development and in consultation with the Board, diversifying the revenue channels for the organization, and ensuring their robustness. This will include increasing governmental support, foundation support, as well as expanding the individual major donor portfolio and corporate partner support.

The CEO will be the external spokesperson for UFC, responsible for raising the organization’s profile locally and nationally in the field of services and support for foster youth. The CEO will be advocating with key influencers and decision-makers, speaking at conferences, participating on panel discussions, speaking with the media, and demonstrating thought leadership in the sector.

The CEO will be instrumental in building strategic relationships with other service providers who can facilitate the enhancement and growth of Pathways, College Readiness, and College Sponsorship.

The CEO will support and empower UFC’s staff as they execute their work with a challenging client population.



Strategic Priorities

Strategic priorities for the CEO include:

- The immediate and short-term needs of ensuring a smooth leadership transition and executing and operationalizing the Strategic Plan approved by the Board in mid 2013;
- A focus on fundraising to catch up with and support the growth in programs is a priority; the CEO and the Board will examine viable strategies to accomplish the objective of eliminating deficit spending; UFC's reserve fund is currently \$5 million;
- Evaluate and build the capacity of the executive management team to ensure successful and sustainable operations and growth; and
- Board development, i.e., attracting and retaining new Board members who diversify the industries represented on the Board, and who are early in their careers, offering fresh perspectives while being committed to UFC's mission, vision, and youthful clients.

Responsibilities:

Strategic Leadership and Management

- Brings passion for UFC's mission, vision and values, and provides leadership in adhering to them;
- Provides executive management of the organization reflecting a deep understanding of the foster youth social services and education;
- Ensures clarity and visibility of UFC's "brand" and distinctive value;
- Manages and executes organizational operational activities;
- Leads the organization's scaling of operations and growth of programs and services;
- Leads decision-making process for partnerships and collaborations between UFC and other service providers, financing partners, governmental agencies, foundations and corporations, individual donors, and partner organizations; and
- Establishes organizational priorities and ensures funding to meet the requirements to execute them.

Fundraising

- Collaborates with Director of Development to develop the fundraising strategy and execute annual fundraising plan, leveraging relationships and networks of the Board members and stakeholders;
- Drives the institutional support for UFC by establishing, cultivating and stewarding relationships with key foundation funders to ensure UFC meets critical annual revenue targets;
- Focuses on increasing governmental support of UFC's programs;
- Works collaboratively with the Director of Development and the Board and specific subcommittees to identify new, as well as expanding, channels of revenue for UFC and oversees the creation and execution of development plans for each channel; and
- Partners with Board members to drive major donor development and makes the "leadership ask" when necessary.

Partnership with Board of Directors

- Develops and maintains a strong, positive working relationship with the Board and its Committees, based on partnership, mutual trust, respect, transparency and open communication, that supports the Board's leadership and effectiveness, and enables clear lines of responsibility and accountability;
- Develops and presents the annual business and financial plans for Board approval;
- Brings recommendations on issues or changes to programs, services, or operations, to the Board for



its consideration and decision making;

- Actively works to ensure effective Board meetings by developing an agenda collaboratively with the Executive Committee which reflects the top strategic priorities for UFC, by ensuring the Board has timely financial and program information for decisions, is well apprised of UFC's financial position, and by providing appropriate Board orientation; and
- Partners with the Board to identify, attract and retain new members who diversify the industries represented and professional networks.

External Communications and Relationships

- Acts as primary spokesperson and ambassador for UFC;
- Serves as the point person for key public relations activities and media relations;
- Responsible for ensuring clear and consistent branding and messaging of UFC; and
- Builds and maintains effective working relationships with partner organizations as warranted.

Organizational Effectiveness, Development and Learning

- Serves as the organization's top executive manager, ensuring all the programmatic and operational components are well managed day-to-day by staff;
- Ensures continuous learning and growth opportunities for staff;
- Builds, leads and mentors strong, capable staff ensuring "bench depth" of skills and capacity, and a high functioning executive management team;
- Ensures cross-functional and cross-departmental communication and collaboration; is "anti-silo" in work habits and culture;
- Communicates organizational values to staff, and works with staff to ensure that values are understood and operationalized at UFC; and
- Conducts performance reviews of senior management team members, as appropriate; provides timely, clear and direct feedback about performance to create an environment for ongoing professional growth and development.

Programs and Operations

- Ensures UFC's programs are ambitious and innovative and expand the organization's impact and reach, has concrete and measurable objectives, and supports UFC's mission and values;
- Ensures that programs are reviewed regularly by staff and, as appropriate, the Board;
- Ensures the program work of UFC is documented and evaluated, and that key findings are disseminated to impact future work by staff;
- Works with the Controller and senior management team to prepare annual operating budgets as well as forecasts for the organization;
- Oversees UFC's financial management, including analyzing the current revenue model, diversifying revenue streams, managing expenses, overseeing investments, preparing the annual budget, overseeing the annual audit, grants and operations budgets, accounting, internal controls, IRS and other compliance, and salary and benefits administration; and
- Ensures that operational and financial performance indicators are in place and accurate, are reviewed regularly by senior staff and Board members, and are used for continuous improvement.



CANDIDATE QUALIFICATIONS/EXPERIENCE

Experience: Seasoned executive with demonstrated track record of visionary leadership and executive management of complex organizations. The executive will have a high degree of professionalism and business savvy, and an aptitude for or track record of nonprofit management with for-profit rigor. The Board of Directors is open to professionals who bring for-profit experience to their candidacy.

A successful track record of fundraising, delivering effective programs, external communications, effective management of the Board-executive dynamic as well as Board development, and demonstrating well-developed interpersonal skills and good judgment, are required.

The CEO will ideally possess knowledge of social services and educational programs for current and former foster youth, or will have knowledge of or experience in the child welfare system.

The CEO will preferably bring experience working with challenging cohorts of client groups and will also bring organizational rigor and appropriate interpersonal skills to his/her executive leadership. This individual should have strong cultural competency skills.

Education: An undergraduate degree is required. A graduate degree in Social Welfare, Business Management, Nonprofit Management, or a related field is highly desired.

COMPETENCIES/ATTRIBUTES

The successful candidate will be energetic, outgoing and engaging in personality and enthusiastic in style. S/he will also be or have:

- **Passionate and strategic** about UFC's mission and vision;
- **Confident presence and executive gravitas;**
- **Eloquent communicator** -- comfortable with and energized by being "the face" of the organization;
- **Secure leader** willing to listen respectfully, ask questions, and be comfortable not having all the answers;
- **Culturally competent**, with an appreciation of and comfort level with different people and resource-constrained environments;
- **Fiscally savvy;** understands organizational financial statements, budgeting documents, etc.;
- Demonstrated track record of **inspiring, mentoring, developing and retaining staff;**
- **Excellent management and administrative** skills;
- Ability to **collaborate and develop consensus** among multiple stakeholders, including staff, Board, funders, partner organizations;
- **Energetic professional style** with a collaborative, **relationship-building** orientation;
- Demonstrated **innovative thinking and action;**
- Able to **lead or follow**, when appropriate;
- Well-developed **diplomacy skills** and the ability to **lead, manage and facilitate others** with strong opinions and personalities;



- Demonstrated **good judgment**;
- Ability to make **difficult decisions** when appropriate and necessary;
- Ability to foster an **esprit de corps** and a **high energy, high achievement** work environment that raises team standards and performance;
- Demonstrated **professionalism, trustworthiness and reliability**;
- Unquestionable **ethics and integrity**;
- **Compassionate and emotionally intelligent**; and
- A **sense of humor** and a **containable ego**.

COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience. Relocation assistance, if necessary, will be offered.

United Friends of the Children is committed to the principle of diversity and is an equal opportunity employer.

For additional information regarding this opportunity, please contact:

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