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EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Children's Health Council

Chief Executive Officer

4 February 2022, vF



Carlson Beck advises **Children's Health Council** on the basis of an exclusive consulting assignment. The following details are for your information and should be shared with discretion.



POSITION SPECIFICATION

CHILDREN'S HEALTH COUNCIL

THE POSITION: CHIEF EXECUTIVE OFFICER (“CEO”)

REPORTS TO: BOARD OF DIRECTORS

LOCATION: PALO ALTO, CALIFORNIA

A Compelling Leadership Opportunity in Community Behavioral Health and Education

The Board of Directors of Children’s Health Council (“CHC”) is seeking an experienced senior executive to lead this nonprofit organization providing mental health and educational services to children and adolescents, and their families, who face developmental, behavioral, emotional and/or learning challenges.

CHC has an exemplary track record of performance and impact in the communities of San Mateo and Santa Clara Counties, as well as the greater San Francisco Bay Area, since 1953. The agency is coming up on its 70th anniversary helping children and families. It has been led and inspired by Rosalie Whitlock, PhD and CEO, for the past ten years. CHC has grown substantially during her executive tenure. The agency delivers services in three locations – Palo Alto, San Jose, and Ravenswood.

At present it has an annual operating budget of approximately \$30 million and over 200 staff members who are educators, clinicians, and management professionals. CHC’s financial picture is very strong, with diversified revenue from government grants, earned private sources, philanthropic revenue, and endowment earnings. The organization has a track record of generating an annual operating surplus while targeting and achieving 80% earned revenue. Currently, CHC’s endowment is more than \$71 million.

CHC is supported by a Board of Directors, typically between 18-22 members, each of whom are asked to serve three consecutive three-year terms. The Board of Directors brings experience in education, philanthropy, finance, management, and other areas critical to its oversight role.

The impact of the Covid-19 pandemic has increased the need for mental health services for children, youth, and adolescents. During the pandemic, Children’s Health Council has seen a 150% increase in call volume. CHC is here for these kids and their families – leading the emotional recovery with Courage, Connection, and Compassion.

This is an exciting executive leadership opportunity for a marquee behavioral health and education agency positively impacting more than 11,000 children, teens, young adults, and their families, with indirect impact on more than 29,000 people. The successful executive candidate will have the opportunity to take this financially strong, operationally solid agency to the next level of performance and impact.



THE POSITION

Reporting to the Board of Directors through the Chair of the Board, the CEO provides the overall leadership, direction, and strategic vision for the organization, its programs, schools, project, and outreach. Assisted and supported by an Executive Team and staff, the CEO will manage the organization's activities, earned funding streams programs, fundraising, infrastructure, staff, and finances. The CEO has six direct reports.

The CEO's primary responsibilities will be to drive the evolution and expansion of CHC programs and services, increase the community's awareness of CHC's mission, and substantially increase funding to finance expansion and subsidize increased access to CHC's services.

The CEO ensures that CHC is fiscally and administratively meeting planned targets and programs continue to be of the highest quality – representative of evidence-based best practices, while meeting the changing needs of the community.

The CEO is the chief advocate and fundraiser for CHC's programs and operations and is expected to speak prominently and passionately about CHC and the people served by the organization. The CEO works with the Chief Advancement Officer to produce and implement a fundraising plan that results in increased individual, foundation business, and government support for the organization.

The CEO works closely with the Board of Directors to build upon the financial strength of the organization, and shape programs that measurably improve the lives of children, adolescents, and families facing developmental, behavioral, emotional, and learning challenges.

A good strategic sense, sound operational and financial management, and exceptional interpersonal skills are all important to the CEO's success.

Professional Responsibilities

Strategic Leadership and Vision

- Understand the needs of children, adolescents, and their parents; listen and be responsive to the concerns of partners, school districts, and the community; continue the process of building a team that focuses on providing exceptional educational and clinical services.
- In partnership with the Board of Directors, provide the strategic planning for the organization, ensuring the concerns of staff, Board, and the community served are considered; with the Executive Team, develop and implement operating plans that align clinical services, school programs, fundraising, finance, and other areas in service to the strategic plan.
- Promote understanding internally of CHC's service philosophy of making a measurable difference in the lives of children, teens, young adults, and their families; ensure that the organization retains its focus and mission as it adheres to its budget and works through financial and operational issues should they arise.

Board Relations

- With the Board Chair, coordinate the efforts of various Board committees and task forces; ensure that all committees achieve objectives; encourage board members' involvement in CHC's range of activities including fundraising.

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- Implement Board policies, program goals and objectives; provide ongoing communication to the Board on critical matters related to CHC; the CEO also serves as a board member.
 - Assist the Board in identifying and recruiting new board members whose talents, backgrounds, commitment, and fundraising abilities are congruent with the needs and mission of CHC.

Programs and Services

- In collaboration with the Chief Clinical Officer and the Chief Education Officer, oversee the evolution of CHC's clinical services, school programs, and support to parents; continually upgrade program assessment, delivery infrastructure and staffing across all operational areas; set and report on key program metrics.
- Ensure CHC is viewed by staff and community as an organization that fosters a strong service orientation that is innovative, compassionate, and professional.
- Convene relevant meetings across organizational boundaries, and with partners, schools, funders, and community leaders, where appropriate, develop services in collaboration with other organizations and funders; remain informed of government and other funding streams for services relevant to CHC and the organization's constituencies; advance CHC as a role model for collaborations that meet the immediate and ongoing needs of children, families, and school districts.

Visibility, Marketing and Communications

- Advocate and provide visibility for CHC by serving as a credible, articulate, and effective spokesperson, both in person and in writing; build positive understanding of and reputation for CHC's work; explore marketing and communication strategies that extend awareness and fundraising success working in partnership with the Head of Advancement.
- Help to influence public perceptions related to CHC; ensure that CHC is recognized for its leadership in developing and maintaining effective school and clinical programs.
- Strengthen CHC's internal and external communications, providing strong branding that help to indelibly associate CHC in the public's mind with the organization's mission, values, and constituencies; review all CHC communication materials, including direct mail, telecommunications, brochures, website, social media, and other written materials to ensure effective articulation of CHC's mission and purpose.

Fundraising

- Working with the Chief Advancement Officer and the Chair of the Advancement Committee of the Board, ensure a sound funding base for the organization; set fundraising goals, strategies, and targets for all donor and funding segments – foundations, businesses, government, and individuals; communicate funding goals, strategies, and progress to the Board and staff.
- With the CFO/COO, the Executive Team, and the professional staff of the school and clinic, ensure that all sources of government, school district and other sources of earned income are maximized and that the organization's target for earned revenue to contributed revenue is maintained.
- With the Chief Advancement Officer, actively drive direct solicitations and appeals to donors; continually seeks to broaden fundraising so that development activities increase in sophistication and scope as awareness of CHC and the organization's work evolves; create regular programs to target diverse sources of revenue and funding, and develop special donor cultivation opportunities and events; specifically focus on deepening and extending the commitment of current donors, leveraging current and past board members, staff, parents, and community constituencies in active support of fundraising solicitation and appeals.

- Develop innovative approaches to raising restricted funding for scholarships, clinical programs and services, increasing the endowment, particular research projects, replication of successful educational and clinical treatment models, capital improvements, endowed positions, and such.

Organizational and Financial Management and Administration

- Ensure, by effective leadership and management, that day-to-day operations and programs are professionally and effectively organized and administered.
- Oversee recruiting, motivation, and evaluation of staff, in collaboration with the Director of Human Resources; ensure staffing mix is balanced, culturally diverse and appropriate to meet CHC's goals; encourage staff development efforts to enrich the competencies and experience levels of CHC staff.
- With the CO/COO, maintain and periodically upgrade the physical infrastructure of CHC, ensuring that all facilities are appropriate and provide a pleasant working environment for staff, parents, and children; pay attention to the ergonomics and aesthetic qualities of the building, offices, treatment facilities and classrooms, ensuring in particular that CHC's child, parent and staff-friendly working environment is maintained.
- With the CFO/COO, maintain the organization's fiscal wellbeing; ensure that budgets are balanced, and that financial performance positively tracks to budget and operating plans; ensure there is a relationship between programmatic objectives and available resources; develop long- and short-term financial plans and prepare financial and operating reports for the Board.
- Oversee the development of, proactively evolve CHC's mix of in-person, virtual, asynchronous, digital, and other relevant delivery modes of CHC programs and services and CHC operations; Set CHC's program and services expansion logic and strategies; monitor advances in technologies and delivery modes, direct the evaluation and implementation of innovations offering relevant and reliable means to improve and expand CHC programs and services.

CANDIDATE QUALIFICATIONS / EXPERIENCE / ATTRIBUTES

Education: An undergraduate degree in a field that provides in-depth understanding of behavioral health, education, organizational development systems, financial management, as well as social and economic systems, is strongly preferred. An advanced or terminal degree is a strong plus.

Experience: A well-qualified candidate will bring a demonstrated track record of success in the following areas:

- Proven executive- or senior-level managerial and hands-on operational experience as an organization as an executive in the nonprofit, public, or private sectors; management experience in an organization delivering mental health and/or educational services to children, adolescents with learned differences strongly preferred.
- Leadership experience in organizations with multi-million-dollar budgets and significant professional staff; experience acting as an effective team builder working across very distinct organizational lines is beneficial; a strong interest in education, childhood development, and family dynamics is important.
- A demonstrated ability to work effectively with representatives, advocates, and professionals with different backgrounds and from various communities, including



educators, medical professionals, activists, policy makers, the media, various providers of family and children services, government representatives, clients, and volunteers.

- A successful record of developing and implementing strategic plans and/or programmatic initiatives; experience navigating government bureaucracy and schools, local, state, and federal funding would be beneficial.
- Outstanding oral and written communication skills, including the means to address issues in non-polarizing ways but nevertheless with determination; a history of communicating effectively in writing and verbally, including excellent public speaking skills for formal and extemporaneous presentations.
- Developing operating plans and budgets and achieving positive results in comparison to those plans.
- Technical literacy and executive working knowledge of leveraging technologies, systems, tools, data management, metrics, and dashboards to support management decision making, functional responsibilities, stakeholder interfaces, and the delivery of programs and services.
- Attracting financial support from foundations, businesses, individuals, and government sources; a comfort level with fundraising and personally interacting with and cultivating donors.

The successful candidate will **be**:

- **Mission driven** with a belief in and commitment to CHC’s mission
- **Strategic thinker and planner** and **experienced implementer**, able to take in information from **multiple disparate sources** and **coherently organize and analyze it into a sound plan**
- **Collegial, respectful, resourceful, supportive, and empowering** of CHC’s staff while holding to standards of excellence and accountability, knowing when to lean in and when to delegate, a **team builder** first and foremost with a **leadership and management style premised on trust**
- **Results-oriented**, adept at planning, prioritizing, organizing and follow through
- A **relationship builder**, skilled in artfully managing external relations with donors, supporters, and stakeholder groups
- Adept at **succession planning**, team building, **talent recruitment and retention**
- A **transparent and generous communicator**, keeping board members and staff well and appropriately informed
- **Culturally competent**, with a commitment to and comfort level with working with a wide array of diverse individuals; an advocate for diversity, equity, and inclusion
- Able to **use data to inform decisions** and to make **difficult decisions** and articulate the decision rationale when appropriate
- Able to **engender credibility, trust, and confidence** of the Board and staff at all levels
- **Flexible and collaborative, patient and persistent, straightforward**
- A **“do-er”** with a willingness to be hands-on in developing and executing a variety of activities ranging from day-to-day operations to the highly creative, visible external relations
- Supportive and endorsing of **technological advances and resources** that serve CHC’s work, audiences, and mission
- **A keen, respectful, and empathic listener**
- **Authentic and humble**

The successful candidate will **have**:

- **A mission service mindset** that infuses their **leadership style**

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- **A sustainability lens** through which all work gets viewed, as appropriate
 - Demonstrated **accessibility and approachability**, internally to staff and colleagues as well as externally to donors and community members
 - Excellent **interpersonal** skills with the ability to lead effectively in a team environment, **high emotional intelligence (EQ)**
 - Ability to **collaborate and develop consensus while advancing goals and objectives**
 - Understanding of and insights into the subtleties of **motivating and directing a diverse team** of personalities with different workstyles
 - **A strong and energetic work ethic**
 - Unquestionable professional **integrity**
 - **A sense of humor, a seasoned perspective, and a containable ego**

THE ORGANIZATION

Vision

We believe in a world where every child, teen, and young adult can reach their full promise and potential.

Mission

To transform young lives by providing culturally responsive best-in-class services for learning differences and mental health to families from diverse backgrounds regardless of language, location, or ability to pay.

History

CHC was founded by Dr. Esther B. Clark, Palo Alto's first female pediatrician. The agency started as a small organization committed to providing families access to multidisciplinary, integrated care for children with disabilities. The organization's focus has evolved over time to serve children, teens, and young adults with behavioral, emotional, developmental, and learning challenges. Throughout its history, CHC has continued to embrace Dr. Clark's legacy and carried on her interdisciplinary approach to working with children.

Overview

CHC has been serving children and families with high quality learning and mental health services for nearly 70 years. The organization offers programs for ADHD, Learning Differences & Executive Functioning, Anxiety, Depression & Suicidality, and Autism through its schools, education programs, clinical services, robust community education, and curated online resources. CHC's goal is to raise awareness, build partnerships, reduce stigma, and ensure that no one ever feels alone.

The agency's four divisions include:

- **Clinical Services:** Evaluations, therapy, consultations, Intensive Outpatient Program. Clinics in Palo Alto, South Bay, and East Palo Alto. Serves ages 0 to 25.
- **Community Connections:** Classes, workshops, and conferences; parent support groups; podcasts; partnerships; volunteer programs; and online resources. Community education classes are free. Serves partners, teacher, kids, and teens.

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- **Sand Hill School:** Strengths-based learning for students with dyslexia and other language-based learning differences. Serves grades 2 to 8.
 - **Esther B. Clark School:** Therapeutic, non-public, day school serving students with emotional and behavioral challenges referred from Bay Area public school districts. Campuses in Palo Alto and San Jose. Serves grades K to 10.

Signature programs include Ravenswood Wellness Partnership, Teen Mental Health Initiative, comprehensive Dialectical Behavior Therapy (DBT), Intensive Outpatient Program (RISE) for teens, Early Support Program for Autism (ESPA), the Glen Elliott ADHD Program, and free Community Education. In addition, CHC has reached a milestone agreement with the Charles and Helen Schwab Foundation to create the Schwab Learning Center at CHC to specifically serve the needs of Stanford University students with learning differences and other challenges. The program also plans to serve high schools students in the Bay Area in a similar manner.

CHC serves a diverse and vibrant community and is dedicated to serving all clients in need of mental health and learning support, regardless of location, language, and ability to pay. More than 50% of our clients and students receive some form of free or reduced-cost services. During the pandemic, Children’s Health Council has seen a 150% increase in call volume. CHC is here for these kids and their families – leading the emotional recovery with Courage, Connection, and Compassion.

CHC is headquartered in Palo Alto, California, near Stanford University. A second campus in leased premises is in San Jose, California and houses the South Bay Campus of The Esther B. Clark School, clinical services, and certain administrative functions.

For additional information on Children’s Health Council, please see www.chconline.org.

CONTACT INFORMATION

Children’s Health Council is an equal opportunity employer with an organizational focus on Diversity, Equity, and Inclusion; it encourages the candidacy of professionals with diverse lived experiences and backgrounds.

For additional information regarding this opportunity, please contact:

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