

CEO Search

Crittenton Services of Greater Washington

Search Conducted by:



THE ORGANIZATION

Crittenton Services of Greater Washington is a one-of-a-kind program in the DMV providing social, emotional, mental health and college / career readiness services to approximately 1100 teen girls in 6th – 12th grades from diverse backgrounds. Crittenton programs nurture and support girls, helping them overcome life and relationship obstacles, make positive choices and achieve their personal and career goals. Through the program, teen girls learn to value their gifts and develop essential life skills. Most importantly, they attain a belief in their ability to succeed.

For three decades, the results have been life changing: the girls in Crittenton programs are staying in school, avoiding unplanned pregnancy, graduating from high school, and moving to college and careers. Program outcomes include 100% high school graduation rate, 99% grade advancement rate, and 83% of girls advancing to two- or four-year colleges.

Crittenton staff are passionate champions of the girls and committed to their ongoing well-being. This is reflected in the workplace culture, which is sometimes emotionally challenging, frequently joyful, and always rewarding.

PROGRAMS

The Crittenton curriculum provides support through three age- and life-stage related programs:



SNEAKERS (Self-efficacy, Nurturance, Expectations, Assertiveness, Knowledge, Empowerment, Responsibility, and Success) empowers seventh to twelfth-grade girls to navigate the choices and challenges of adolescence. It teaches girls about healthy relationships with their peers, dating partners, and parents; positive communication; reproductive health and pregnancy prevention; "adulting" skills; and postsecondary education and career options. It also

enables them to acquire and use skills essential for college readiness and personal success. SNEAKERS groups meet in school during lunch periods once per week for 26 weeks.



PEARLS (Parenting, Education, and Responsive Life Skills) enables pregnant and parenting high school students to succeed as students and parents. It offers teen parents a support system as they learn how to balance the competing responsibilities of parenthood and education. Through PEARLS, pregnant and parenting teens learn about healthy pregnancy, labor, and delivery; managing stress; infant and child development, positive parenting skills, and discipline

strategies; child care and safety; healthy relationships, co-parenting, and positive communications; reproductive health; and postsecondary education and careers. PEARLS groups meet in school once per week for 26 weeks. Fathers may also participate in PEARLS programs.



GOAL SETTING GIRLS strengthens the social and emotional skills that middle school girls need to succeed in school and as first-generation college students. It uses goal setting as an entry point to deliver an evidence-based social and emotional development curriculum. It also uses project-based learning to introduce STEM careers, connects participants to academic support, and engages parents to strengthen their ability to support their daughters' education. GOAL SETTING GIRLS is a

28-week curriculum over two years with the goal of equipping participating girls to succeed in middle school, high school, and college.

THE CEO OPPORTUNITY

Crittenton is at an exciting inflection point in its 134-year history. Operationally stable, it is poised for a CEO who can blend strategic visioning, fundraising, and operational management to drive long-term growth. Currently serving 1100 girls in 28 schools throughout Montgomery County and the District of Columbia, Crittenton has opportunities to expand wraparound services for more girls in more schools and regions throughout the DMV.

In the short-term, the organization can benefit from a fresh organizational strategy to strengthen and diversify fundraising streams, increase reserves, and build capacity for expansion. The creation of a strategic plan should include 1) an **operational and programmatic strategy** ensuring new services are designed and executed with an eye toward operational efficiency and effectiveness; 2) a **development strategy** leveraging board, foundation, corporate, government, and individual donor resources; and 3) a **workforce planning strategy** focusing on staff expansion, team development, performance management, and internal communications.

CORE FUNCTIONAL AREAS

Development & Fundraising

With a \$2.8MM budget comprised of local government grants from Montgomery County and the District of Columbia, along with sponsorships and donations from corporate, foundation and individual funders, Crittenton needs to broaden its funding portfolio to strengthen operational sustainability.

The new CEO will be expected to create a long-range, philanthropic development strategy that shores up current funding streams, builds reserves, and creates capacity for future program expansion. Key to executing this endeavor will be the ability to serve as an **external ambassador** by cultivating relationships and capitalizing on unique, entrepreneurial funding opportunities.

NOTE: It is expected that this fundraising function will increase as operational capacity is strengthened enough to utilize the influx of significant additional resources for program expansion.

Program Development

PEARLS, SNEAKERS, and Goal Setting Girls programs are facilitated by 14 Program Coordinators who host in-school, small group discussions ranging from 10-20 girls, depending on the program. A safe space for teens to discuss their social and emotional needs, the programs are extremely well received by both teens and their parents / guardians. In response to the teen mental health crisis, Crittenton added mental health services for participants this year.

There are opportunities to consider expanding wraparound services in such areas academic support, and continuing supports for program alumnae. This type of expansion will require increased financial resources, staff development, and programmatic enhancements, including building upon Crittenton's excellent data collection and evaluation processes.

Workforce Planning

Crittenton programs are delivered and administered by a team of 32 full-time, part-time and contract staff, including a programs team, and an operations team, all of whom are currently under the leadership of an interim CEO. Building on recent successes, there is an opportunity for the new executive to address the evolving needs of staff related to recruitment, retention, engagement, and culture building, including the stressors program leaders experience as they provide critical support to teens. As Crittenton prepares to expand its program portfolio, it will be vital for the new executive to build a workforce infrastructure that allows the staff to scale services meaningfully. Key to this effort will be replacing the Program Director role, currently filled by Chief Program Officer who will be retiring in 2024.

Board Engagement

Crittenton's 10 board of directors represent a diverse range of voices from government, nonprofit and corporate sectors. As part of an evolving development strategy, it will be vital to continuously seek directors from cross-sectoral communities who are likewise ready and willing to invest time, resources and connections to further Crittenton's fundraising goals.

THE IDEAL CANDIDATE PROFILE:

To succeed in this role, the ideal candidate will bring a range of skills, experiences and personal qualities to facilitate a smooth transition. To this end, ***priority consideration will be given to candidates who meet the following qualifications:***

- A thorough commitment to **Crittenton's vision, mission, core values**, and “whole girl” approach, as well as to diversity, equity, and inclusion.
- At least 10 years' experience serving in senior level roles within an outcomes-based **local or regional 501(c)(3) nonprofit** organization, with some of that experience in a #1 or #2 capacity.
 - NOTE: Candidates from corporate, government or other backgrounds who have demonstrated fundraising experience and nuanced understanding of leading within a nonprofit organizational structure are welcome to apply.
- Demonstrated skills crafting a **fundraising and development strategy**, and track record of raising visibility and funds by serving in an ‘ambassadorial’ capacity with funders including government, corporate and nonprofit foundations.
- **Outstanding leadership and management skills** with proven ability to set direction and strategy for organizational capacity building, including hiring key senior staff to partner in operational execution.
- A unique mix of **business acumen, emotional intelligence, and personal empathy** focusing on fiscal and operational stewardship while cultivating a culture of performance and engagement that respects the unique gifts, personal needs, and work-life balance considerations of each staff member.

COMPENSATION: \$150,000

LOCATION: Crittenton's offices are located in their fully owned building (a renovated historic home) in downtown Silver Spring. It is expected that the CEO will determine the appropriate hybrid work environment for themselves and staff who are currently operating in this model.

TO APPLY:

This is a retained search conducted by Shira Lotzar of Purposeful Hire, Inc. All candidates are requested to apply through the search firm rather than to a Crittenton board or staff member.

Please send a thoughtfully crafted cover letter and resume that is tailored to the qualifications in this search announcement to shira@purposefulhire.com. In the cover letter, please include responses to the following topical areas:

1. An overview of your fundraising experience including
 - a. the largest amounts you or your team have raised
 - b. the type of funding (eg. grants, individual donations, foundations, board giving, etc.)
 - c. the diversity of sources (eg. government, corporate, high net worth individuals, etc.)
 - d. Your comfort level making “direct asks.”
2. Your experience building organizational capacity and leading a team through change

3. The largest team you've led (if you were the #1, how many overall in the organization; if a #2, the total number of people who rolled up to you at all levels.)
4. *** (If your work experience is outside the nonprofit sector):* Where you developed a nuanced understanding of leading within a nonprofit organization

SEARCH TIMELINE:

It is expected that the initial candidate vetting process will occur from June to mid-July, with search committee and Board interviews occurring in late July – early August. As timelines are subject to change, candidates are welcome to email Shira regarding the search status before applying.