

# Executive Recruitment



## Executive Director

Alternatives Inc is seeking a knowledgeable, innovative and trustworthy leader to maintain and enhance the organization's achievement of its mission and vision, while helping the organization expand into the future based on the guidance of the organization's strategic plan. Applications will be accepted beginning January 2nd, 2018, and will be reviewed until the position is filled. Applicants who submit their applications by January 31st, 2018, will be given priority consideration. A complete application will include a cover letter, resume, and contact information for three professional references. Complete applications should be sent to the following email address: [executivesearch@altinc.org](mailto:executivesearch@altinc.org).

### **Kathryn Johnson, Executive Director**

Alternatives, Inc.

359 Fenwick Road, Bldg. 263

Fort Monroe- Hampton, VA, 23651

757-838-2330

Formal Applications should be submitted to:

<http://executivesearch@altinc.org/>



# About the Organization

Alternatives, Inc. founded in 1973, is a community based nonprofit whose vision is “Healthy, Principled and Creative Young People Valued as Members of the Community.” The organizational mission is to inspire the inherent potential of youth and to inspire adults to recognize this same potential. Program activities promote the social, emotional, civic, creative, and cultural abilities of young people with the secondary benefit of enhancing academic outcomes. Rather than a center based program, Alternatives’ activities are offered in conjunction with other youth serving organizations with programs being embedded in sites such as afterschool and summer programs.



## History

### **Instead of fixing young people, we build on their strengths.**

For over three decades we have gained enormous expertise working with young people and building partnerships with schools, neighborhoods, and city government, as well as garnering national attention. These years of experience and extensive research into what helps young people succeed supports what the young people have told us themselves: focus on what works in their lives and help them build on those strengths.

### **Pioneers In Youth Development Work**

Since the early 1990s, our work has centered on the positive development of young people. When we began our work in Youth Development, it was nothing short of pioneering. Concepts such as forming partnerships with adults and young people; involving young people as leaders in community life; building social skills; creating caring environments; and supporting positive relationships with adults were completely new to youth work. In 2000, the national Center for Youth Development and Policy Research recognized our organization for “Serving as a National Inspiration.” Today, we train other organizations to do this same work.

With administrative offices located in Fort Monroe, VA, Alternatives is governed by an 11 member Board of Directors and has 3 full and part-time staff members, and approximately 20 dedicated volunteers. Through the guidance of the Board, and the professionalism of both staff and volunteers, Alternatives annually impacts approximately 7,000 children on the Virginia Peninsula.

# Alternatives' Vision:

"Healthy, principled and creative young people valued as members of the community."

The current mission of Alternatives Inc. is "Inspiring young people to realize their inherent potential as valued members of the community and inspiring adults to recognize this same potential."

In 2017, the Board of Directors and Executive Staff updated Alternatives' strategic goals which can be found at [www.altinc.org](http://www.altinc.org).

**Highlight of programs:** Alternatives' programs are categorized into three primary focus areas: Training and Technical Assistance, Social-Emotional Skills Building, and Youth Civic Engagement. Examples of specific programs in each category are as follows:

## Training and Technical Assistance:

**Al's Pals: Kids Making Healthy Choices** is a nationally recognized curriculum for children ages 3-6 that includes easy-to-implement lesson plans, puppets, music, role play, brainstorming, storytelling, and other interactive approaches. In partnership with approximately 30 early childhood centers 2,000 children receive this instruction each year.

## Social and Emotional Skill Building:

**Mindfulness** is incorporated into program activities to increase awareness, kindness, and compassion in children.

**Great Science** is an out-of-school-time program that broadens and sustains elementary and middle school-aged children's interest and persistence in Science, Technology, Engineering, and Mathematics especially focusing on inspiring girls and children of minority races and ethnicities to explore science careers.

The **Kids On The Block** puppets are life size puppets that teach children about disabilities, various educational and medical differences, and social concerns. Instructors interact with children and help them understand what it means to be different and become more sensitive to other children who might have disabilities such as visual impairment or other medical or educational issues.

**Monart Visual Art Enrichment** offers people of all ages opportunities to explore creative expression through a specific visual arts medium—realistic drawing. More than an art technique, Monart is a methodology that promotes creative problem solving and self-efficacy.

**Life Skills** training provides children and youth with the knowledge and skills to be financially literate, say no to tobacco, alcohol, and other drugs, manage anxiety and anger, communicate effectively, handle social situations, and resist peer pressure.

**8 Kinds of Minds** is a program designed to inspire students to reach their full potential by developing a curiosity for learning and personal development that will lead them towards life-long success.



# Alternatives' Vision:

## Youth Civic Engagement:

**UthAct “Youth Achieving Change Together”** engages middle and high school students in advocating for policy changes which will increase both the quality and accessibility of afterschool and summer learning programs for children.

## Fiscal Sponsorship of the Virginia Partnership for Out-of-School Time

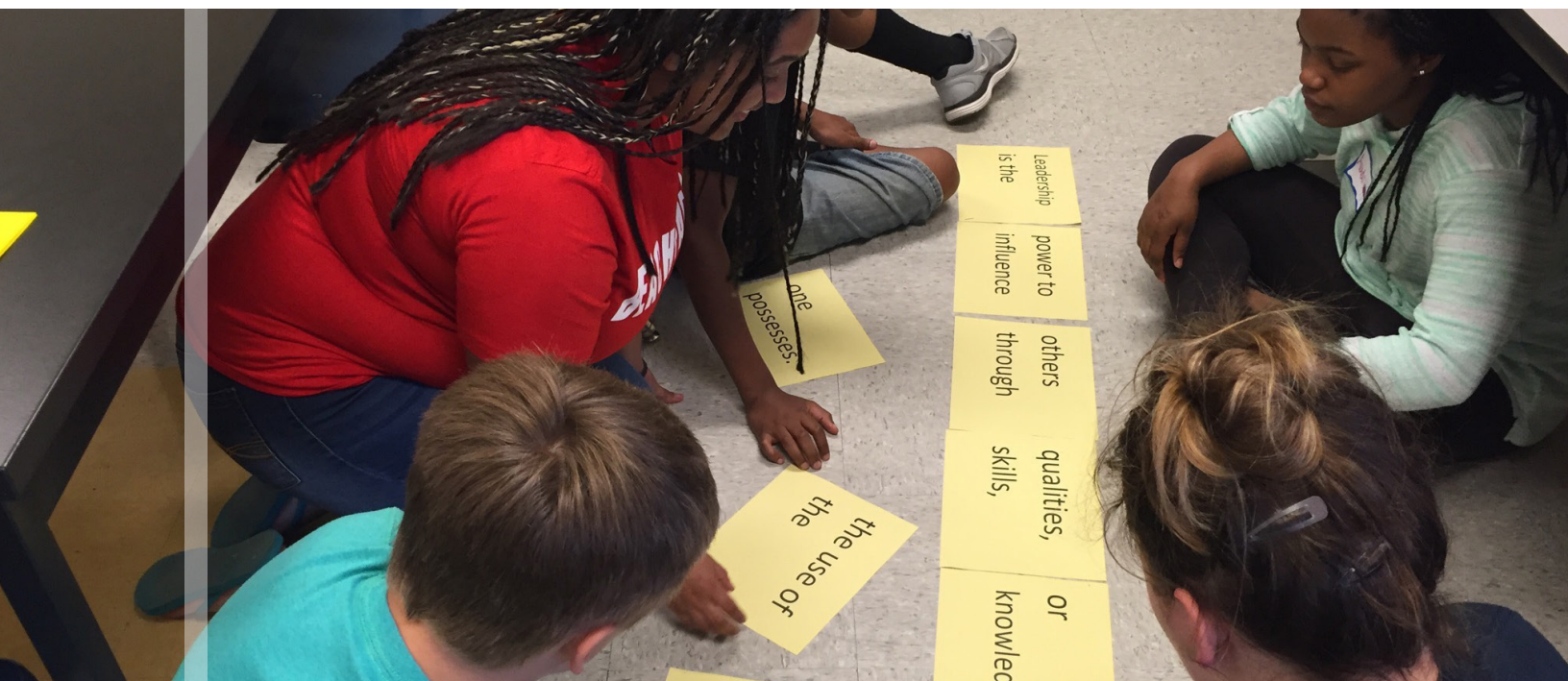
As the fiscal sponsor of VPOST, Alternatives provides financial management, human resource support, and leadership regarding the accomplishment of the Partnership’s strategic plan.

VPOST is a statewide network of providers and champions of quality out-of-school time programs and opportunities for all children and youth.

Everything we do—from helping to revolutionize the way adults work with young people; to championing the role of young people in their communities; to building cutting-edge programs that help people expand their creative potential—is designed to build the specific assets that support young people as they grow into successful, caring, responsible adults. This means helping young people gain positive values, a sense of identity and belonging, social skills, and a commitment to learning, as well as helping to create positive, caring environments in their communities.

The board, with the help of the incoming Executive Director, will be defining how the new strategic goals will be fulfilled in the coming years.

*Given the above, the role of the Executive Director of the organization is crucial to the maintenance and enhancement of current programs, as well as the organization’s long-term development.*



# KEY RESPONSIBILITIES

Accountable to the Board of Directors the Executive Director will serve as the primary leader of the organization and manage its day-to-day affairs. Tasks include, but are not limited to:

- ▶ Oversee the day to day operation of the organization' programs and services and ensuring that they accomplish the organization's strategic objectives. To accomplish the organization's objectives the Executive Director will also nourish and protect the unique atmosphere and organizational culture of Alternatives Inc.
- ▶ Provide leadership, guidance and direction to staff to ensure the successful operation of the organization as well as new initiatives aimed at fulfilling the overall organizational plan.
  - Create and maintain annual operational plans and balanced budgets; monitor expenditures, and ensure the overall financial health of the organization.
  - Be available to address major issues and concerns with the community and staff as needed.
- ▶ **Visioning/future development:**
  - Maintain and strengthen the legacy of the organizational history and cultural values as it implements strategic objectives and moves into the future.
  - Oversee the development of programming within the organization that are in line with the mission and values of the organization and best communicate the principles of the organization
  - Work with the board to oversee the implementation of the Strategic Plan.
  - Participate actively with the board in the design and undertaking of fund-development activities that support the Strategic Plan.
- ▶ **External relations:**
  - Ensure a communications strategy to increase its linkage with stakeholders, local community members, and organizational partners including state and national partners.
  - Ensure communication of Alternatives' expertise in youth development and related fields especially as it pertains to the application of theory/research to practice.
  - Develop a positive public image of the organization.
  - Increase contributions to the welfare of the public good in the local community and potentially beyond.
  - With board support, continually monitor changes to legal and tax law developments that may impact on the organization
  - Overall: Conduct all activities of the organization, guided by the organization principles.
- ▶ **Fund Development and Financial Management:**
  - Securing unrestricted funding from individual, corporations, foundations or other organizations.
  - Oversight of grant preparation and submission
  - Negotiation of contracts
  - Oversight of donor relationships
  - Management of annual operating budget, cash flow, and expense tracking.

# EDUCATION • SKILLS • ATTRIBUTES

Ideal candidates for this position will share our commitment to ensuring that the organization continue to provide quality services to the community. The candidate will bring the necessary skills and attributes to attend to the broad range of tasks to nourishing the life of the organization, while simultaneously implementing a broad vision to expand the organization's focus in targeted areas.

## Skills:

The following are essential skills for this position:

### ► Leadership:

- Able to work collaboratively with the board and staff in envisioning and strategizing change and in addressing key organizational challenges.
- Ability to translate vision and mission into specific, measurable goals and actions.
- Ability to effectively balance the need for introducing change with the need for continuity.
- Demonstrated social and emotional intelligence.

### ► Communication:

- Interpersonal communication including: team building, coaching, building alignment and partnership, creating accountability, and conflict resolution.
- Ability to establish rapport with a wide range of individuals and groups, and across multiple generations.
- Ability to create harmony and unity in a diverse community.
- Ability to maintain current funding relationships and nurture new possibilities for fund development and fund raising.

### ► Management:

- Core management skills (planning, organizing, directing, coaching, assessment).
- Basic financial management including budgeting and accounting
  - ◆ Ability to read nonprofit financial statements
  - ◆ Knowledge of the QuickBooks accounting software
- Ability to deliver results in accordance with board direction.

The above skill sets are inclusive of non-profit management skills or experience including:

- Volunteer development and management
- Management of external relations
- Fund-raising
- Addressing legal and tax issues
- Facility with financial investments and endowments.

# EDUCATION • SKILLS • ATTRIBUTES

While some skills can be learned on the job, it is essential that the candidate be able to demonstrate a propensity for acquiring the necessary knowledge and skills within a reasonable period of time.

## ► Attributes:

The effectiveness of this position is largely dependent on the nature of the person who will be filling it. Therefore, in addition to possessing the above skills, the following are personal attributes that the ideal candidate will possess:

- Full dedication to the purposes of Alternatives Inc.
- An approach to interactions with staff, organizational partners, and key stakeholders that demonstrates a high level of emotional intelligence including an orientation toward creating harmony.
- Service leadership mindset, including a bias toward collaboration and teamwork.
- Independent thinker: objective, fair, and open minded.
- Visionary and proactive orientation.
- High level of responsibility, reliability, integrity, discretion, diplomacy, flexibility, and resilience.
- High level of availability and commitment to serve the organization as needed, including occasional irregular hours and evening/weekend meetings, and dealing with emergencies and crises.

## ► Education:

We anticipate hiring an individual with a bachelor's or advanced degree demonstrating not only non-profit management, but knowledge and expertise of youth development principles and practices, theories of creativity, training design, and primary prevention. Individuals with different educational backgrounds will be considered if their life experience has resulted in a high level of emotional intelligence including self-awareness and the ability to proactively manage complex relationships, creatively solve problems, and demonstrate a breadth of perspective as might be expected of someone with a formal higher education background.

In addition, the candidate will need to either currently be, or willing to become, a full-time resident of the Hampton Roads area.