

Executive Search – Interim CEO for Charlotte White Center

The Board of Directors of the Charlotte White Center is launching a search for an interim CEO (anticipating 4-6 months) to support the organization through a leadership transition, assist the Board and staff in charting a course for the future, and position CWC to be successful in achievement of our mission and in service to the clients and communities we serve.

Background and Overview:

The Charlotte White Center (CWC) is a private, not-for-profit corporation that was created by a group of local citizens and incorporated in 1979. It is our mission “to provide quality community health and social services for adults, children, and families affected by cognitive or developmental disabilities, behavioral or mental health challenges, domestic violence, or acquired brain injuries.” In pursuit of that mission, CWC is committed to improving the quality of life for those we serve by providing opportunities for personal growth, learning, transformation, employment, and self-fulfillment.

Thirty-seven years after our founding, CWC now has a \$16 million annual budget that funds 350 clinical, para-professional, and direct service employees who offer a comprehensive array of programs and services to more than 1,200 people and their families in Piscataquis, Penobscot, Somerset, Kennebec, Hancock, and Waldo counties. Our network of interrelated services include: residential care, intermittent community support, case management, care management for individuals with acquired brain injury, school-based and corrections-based clinical counseling, and a court certified batterer’s intervention program. CWC’s services are driven by research and best practices and reflect dignity and respect for all people. For a full listing of the CWC’s programs and services, go to: www.charlottewhitecenter.org.

Our current challenge is navigating a leadership transition that is necessitated upon the retirement of our very successful, and long-time CEO. Coupled with his retirement is the exploration of a significant strategic partnership, including the option of a merger, and the ongoing challenge of meeting our mission, serving our clients, and supporting our staff in a very challenging funding and public policy environment.

Interim CEO Assignments:

While the CWC Board seeks an experienced leader who can ensure stability through this transition period, we are not looking for a “caretaker.” We anticipate that with a reasonable amount of oversight and support by the interim CEO that the current management team can handle most of the “day to day” operations. What the board sees as priorities are reflected in the following “assignments”:

- Present a plan for organizational stability and successful operation throughout the transition period that clearly outlines management responsibilities and assignments as well as what kinds of support will be needed from the board or others.
- Be active in and supportive of efforts to confidently and openly communicate to key constituents—clients, communities, partners, donors and staff—a sense of stability, clarity of direction, and commitment to our mission.

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- Take a leadership role in the merger discussions and process underway—always conscious of the board’s legal and fiduciary responsibilities, our commitment to the mission, to the people we serve and to our staff—evaluate our position, and make recommendations to the board on how/if to proceed.
- Review and gain an understanding of our current financial position, and partner with senior management to develop an action plan and present strategies to the board that will help us to meet budget targets.
- Assist in our active legislative efforts, participating as needed and supporting appropriate engagement by board members, staff, and strategic partners.
- Conduct an assessment of the current organizational, management, and staffing structures and report to the board re: what exists currently, what appears to be working effectively, and where opportunities exist, and make recommendations, with a priority on staffing, morale, and effectiveness (particularly as this relates to rates of staff turnover).

Mutual expectations:

- A 4-6 month employment agreement that may be extended by mutual agreement or ended by either party with 30 day written notice.
- Monthly salary to be negotiated with the successful candidate, plus travel reimbursement in-line with CWC’s current practices.
- Mutual agreement on the assignments (see above), deadlines, and targets, as well as the reporting process and accountability expectations.
- Interim CEO will identify what ongoing assistance or counsel by the current/retiring CEO might prove helpful, and the board will facilitate that.
- Mutual respect and support by both parties and a commitment by the CWC Board to be available and supportive as requested.

Qualifications and requirements:

- Prior experience as a CEO or COO leading a large and/or complex organization, with prior nonprofit leadership preferred.
- A confident and experienced leader who is skilled in organizational and financial analysis and in implementing strategies to ensure program and finance alignment.
- Familiarity with and readiness to assist CWC in our advocacy and public policy work in Augusta.
- A skilled and compassionate communicator who can embrace CWC’s mission and demonstrate the ability to work successfully with our clients, staff, and the community.

To apply:

Interested candidates should submit a cover letter and résumé to Jeff Wahlstrom, President of Starboard Leadership Consulting, at cjw@starboardleadership.com. No phone inquiries, please. The cover letter should be an expression of interest and describe how previous leadership experience and qualifications align with the requirements and expectations described here. Please be prepared to provide contact information for professional references upon request. Review of applications and candidates will take place on a rolling basis until the position is filled.