

KITTLEMAN

The First Source for Nonprofit Leaders, Since 1963



**Chief Executive Officer
POSITION GUIDE**

January 2023



Position: Chief Executive Officer

Reports to: Board of Directors

Location: Bloomington/Normal, IL

Mission

The Baby Fold has been serving children and families since 1902. We currently serve over 1200 individuals every year through 12 programs that wrap services around children and families across 28 counties in Central Illinois. The Baby Fold builds positive futures with children and families while reflecting the Christian principles of love, hope, and healing.

Vision

Transforming children's lives through strong family and community partnerships.

About The Baby Fold

Founded in 1902, The Baby Fold (TBF) is a multi-faceted, 501(c)(3) agency located in and serving Central Illinois that specializes in the care of children and youth with emotional and behavioral disabilities, or who are at risk for a variety of reasons. TBF focuses on improving the lives of children and families by building safe, loving, healthy environments through foster care, adoption services, special education, and family and community services. The Baby Fold currently serves children throughout Central Illinois through its offices in Normal, Urbana, and Springfield, by engaging in its twelve core programs.

Hammitt Elementary School

Hammitt Elementary School serves students in grades kindergarten through 5th/6th grades. Hammitt Elementary is committed to making school a positive learning experience for our students by developing positive relationships, using therapeutic interventions, having small class sizes based on age and functioning level, and lots of loving patience. The goal of our services is to empower students by helping them to build the skills they need to improve their emotional regulation and behavior, increase academic achievement, and return to public school.

Hammitt Junior-Senior High

Students at Hammitt Junior-Senior High School (ages 12-21) are referred to the program by their local public school district based on their need for more intensive special education services to achieve success in school. Many students attending Hammitt Junior-Senior High School have a history of verbal or physical aggression which has resulted in suspension from the public-school setting.

Autism Services

Hammitt School's Challenges Program began in 1993 with one classroom. Presently, the Challenges Program consists of sixteen classrooms at three campus locations. The program is designed to meet the needs of students with autism and/or severe communication disorders who cannot be served successfully in a less restrictive classroom setting. TBF serves children from ages 3 to 21.

Adoption Support and Preservation

The Baby Fold "Keeping The Promise" Adoption Support and Preservation program provides supportive services for any adoptive child living within our service area to help them stabilize in their home. Services are provided to families formed through DCFS adoption, subsidized guardianship, private domestic or foreign adoption, or out-of-state adoption. A family does not need to have gone through The Baby Fold for their adoption – these services are available to any adoptive family living within the 22-county service area.

Post Adoption Services

The Baby Fold will conduct a search related to any adoption facilitated by The Baby Fold on behalf of an adult adopted individual, adoptive parents on behalf of their adopted child, a birth parent, or a sibling of an adopted individual. Contact is facilitated between the parties involved after both have given informed consent for the exchange of identifying information. Counseling is provided related to motivation, expectations, and identity issues involved in a search.

Foster Care

The Baby Fold foster care programs provide safe, nurturing home environments for children. The Illinois Department of Children and Family Services (DCFS) has removed the children referred for foster care placement from their homes due to abuse and/or neglect. The families are referred to us at a time of crisis and the children need a safe, stable place to stay until either their family can be reunited, or another permanent living arrangement can be made. Services are provided for children from infancy to 21 years old.

Intact Family Services

Intact Family Services is a short-term in-home community-based intervention program (6-9 months) that works with families who have been indicated by DCFS for child abuse and/or neglect. The program is designed to assure the safety and well-being of children by assisting families in addressing the issues

that gave rise to the indicated report with the goal of maintaining the children safely in the home. The program is designed to help families assess their strengths and needs, set goals, identify resources, learn new skills, and change behaviors that put their children at risk.

Healthy Start

The Healthy Start program is totally voluntary but requires commitment from the mother or father to invite a Family Support Worker into their home bi-weekly through the remainder of the pregnancy and weekly during the first nine months of her baby's life. The program is based on the belief that a parent is the child's first teacher, and the Support Worker brings many interactive ideas to help parents and baby relate and bond. The Support Worker becomes a trusted friend, a tie to other community resources, and a resource on so many "what do I do" concerns. Not only does the Support Worker help the parent relate to their child, but they also help the mother or father build a safe and economically viable environment for their family.

Community Schools

Operating in two local elementary schools, The Baby Fold Community Schools program creates partnerships between the schools, communities, and families. These partnerships work to identify student needs and the resources necessary to meet these needs so that students succeed at school and beyond. The Community Schools model is designed to transform the school by expanding learning time, bringing community-based resources to bear on student and family needs, removing barriers to academic achievement and youth development, and aligning school, community, and family resources behind a shared vision for student success.

Training and Consultation

The Baby Fold has a long history of excellence and is a well-respected leader in attachment and trauma training. With the goal of helping individuals and providers offer the highest possible level of care to children and families, The Baby Fold has created an Attachment and Trauma Fellowship and Certification Program. Earning this prestigious credential attracts top talent allowing masters-level therapists to share their expertise throughout the nation and improve our world. This three-year fellowship program allows therapists to achieve Certification in Attachment and Trauma Therapy through a structured educational experience with the support of a team of seasoned attachment and trauma professionals. The training, supervision, licensure, and certification expectations create a fellowship that is state-of-the-art, comprehensive, and valued by outside entities such as other child welfare and mental health agencies, hospitals, and universities.

The Baby Fold is a licensed agency with the Illinois Department of Children and Family Services (DCFS) and is accredited by the Council on Accreditation (COA), Eagle Commission within the United Methodist Association, Healthy Families Illinois, and Cognia. It is a partner agency with the Illinois Collaboration on Youth, Illinois Partners for Human Service, Social Current, Community Behavior Health Association, and the United Methodist Association.

The Baby Fold has an annual operating budget of approximately \$20M and assets of approximately \$34M. The Baby Fold is managed by a dedicated 250-member staff team and governed by a 21-member Board of Directors.

The History of The Baby Fold

The Baby Fold was born out of one woman's desire to care for others. Through the generous donation of her home in 1902, Nancy Mason could not have imagined all the lives she would eventually touch. Nancy and Allen Mason were pioneers in Normal – moving here just after the Civil War. Nancy Mason – a faithful and generous woman – gave her home to further the work of the Methodist Episcopal Church. She opened her home to be used by the active and retired Methodist Deaconesses that operated Deaconess Hospital – now Carle BroMenn Medical Center.

The local Deaconess women saw a growing need in our community – care for orphaned and abandoned children. Orphan trains dispatched from the east coast brought children to towns across the US. At each stop the children would get off and stand on the platform while families – typically farm families – selected the children they wanted to take home. This provided homes for many older children who could help on the farm, but not for infants and toddlers. In 1905, the Deaconess Society sent a new graduate of their Training School, Nellie Randle, to Normal to get the Mason home organized as a home for young children.

Around the turn of the century, The Baby Fold aggressively sought adoptive homes for children, particularly those who were especially vulnerable – children with special needs, minorities, and sibling groups. Adoption laws were almost nonexistent. People would simply come to The Baby Fold nursery, select a child, and take the child home. In 1939, Reverend William and Gwendolyn Hammitt were named as Superintendent and Assistant Superintendent, and they got busy making significant improvements to the agency. Then they began working with Illinois Governor and State Legislature to improve adoption laws.

In 1966, The Baby Fold began a residential program for children with emotional and behavioral challenges. Providing special education was a natural outgrowth for children living at The Baby Fold. In 1971, Special education services were first offered through the Child Development Center, which later became Hammitt School. In 1999, The Baby Fold purchased a portion of the former Illinois Soldiers' and Sailors' Children's School (ISSCS), a well-known landmark founded in 1865, and completely renovated the historical building, renaming it 'The Family Center'. This Center housed foster care and adoption services, family support services, clinical services and to provide a training center for staff and gymnasium and chapel for the children.

In 2002, Hammitt School was expanded to the high school and junior high school levels. In order to meet the growing community, need for special education, The Baby Fold repurposed the former Soldiers' and Sailors' Children's School, transforming the space back into a school once again. In 2019, Hammitt Schools continued to expand and opened a third location on Kays Drive in Normal. This space helps to accommodate a growing need for special education services in McLean County and 40 surrounding school districts. The Baby Fold now serves school children outside of Hammitt Schools as well through the Community Schools Program. Community Schools grew from Fairview Elementary to include Cedar Ridge in 2017.

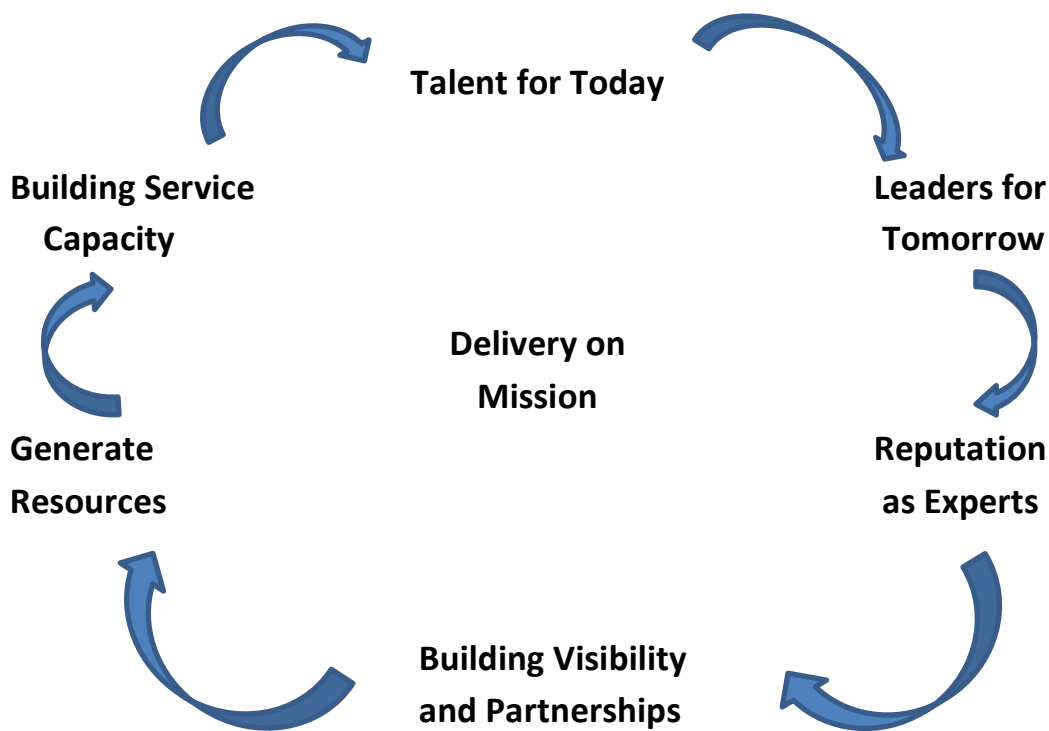
The Opportunity

The Baby Fold has been strategically focused on key aspects of its organization over the past several years to increase its impact on children and families throughout Central Illinois. The strategic framework that The Baby Fold is utilizing for these efforts is focused on three key objectives:

Building Talent for Today and Leaders for Tomorrow: Implement a strategy that will allow The Baby Fold to offer the best “work experience” for our staff, including competitive pay, the right tools and supports to do their work, and a robust professional development environment that will grow our pool of existing talent and cultivate future leaders at The Baby Fold.

Building Service Capacity and Reputation as Experts: Implement a strategy that will support The Baby Fold in maintaining a reputation of “excellence” and “best practice” in service delivery and agency operations.

Building Visibility and Partnerships for Delivery on Mission: Implement a strategy that will generate resources for sustainability of agency operations by increasing visibility and developing partnerships to broaden and deepen support for clients and community.



The next CEO of The Baby Fold will have the opportunity to develop creative strategies and activities to fulfill these important objectives, while also working with the Board of Directors and the leadership team to outline key areas of impact in which the organization can expand current offerings or expand its activities in new areas. This will include key discussions related to program and revenue growth, facility upgrades and talent development. The Board of Directors is excited to work with a creative leader to chart the next era of impact at this historic organization.

Position Summary

The Chief Executive Officer embraces the vision of The Baby Fold as established in partnership with the Board; coalesces support around The Baby Fold’s direction and priorities among Board, staff and other key stakeholders; secures funding for priority initiatives; provides effective supervision, delegation and

accountability of staff; serves as an active and visible liaison to the community; and collaborates with the child welfare community nationally and globally regarding best practices in children and family services.

Candidate Profile

The candidate we seek will be a proven and effective leader who is passionate about improving the quality of life for children and families. The candidate must be able to lead in a way that aligns with the faith-based mission of the agency and its Christian principles. This entrepreneurial individual will bring leadership characterized by a visionary outlook; the ability to garner broad internal and external support; extraordinary success creating strong, effective, collaborative teams; strong business, financial and management acumen; the propensity to increase the visibility and philanthropic resources for the organization; and the fortitude to carry forward major new projects and initiatives.

With a strong focus on planning and program management, the ideal candidate will have demonstrated leadership developing a compelling and inspired vision and mobilizing the organization in its achievement. Experience nurturing a culture of collaboration, innovation, and excellence among staff in a complex enterprise is desired. A proven record of implementing successful strategies to identify, recruit and retain talent is essential. The ability to lead employees in multiple locations as an effective team of closely coordinated, highly professional, accountable staff members is a must.

The successful candidate will have demonstrated management acumen utilizing sound business principles. The preferred candidate will understand large enterprise management and is knowledgeable of current and possible future policies, practices, and trends affecting the organization. Given the diversity of revenue streams at the organization, the ideal candidate will demonstrate a proven track record of successful financial management as well as negotiating large, complex agreements. Experience with board governance, development, management, and engagement is preferred.

As a strategic leader in fundraising and other revenue activities, the successful candidate will have the ability to establish and maintain strong relationships with funders, potential donors, and other sources of financial support. Experience in or understanding of relationship-driven philanthropy involving individuals, foundations and corporations is preferred; personal experience soliciting resources is a plus.

A good listener, they will lead through influence, collaboration and innovation and always adhere to an appropriate and effective set of core values and beliefs in decision-making. The candidate will have strong communication skills, both verbal and written, and possess the ability to relate to a wide variety of constituents including elected officials, municipal, state, and federal bureaucracies, businesses, civic groups, community faith-based organizations, donors, regulators, and other advocates. Possessing superior political savvy, they will have experience maneuvering through complex political situations effectively, anticipating challenges and planning his/her approach accordingly.

A graduate degree and five or more years of experience in Social Work, Education, or an appropriate human services field are required. Affiliation with and leadership in local, state, or national professional associations and continuing education and professional development is a plus.

Additional Desired Attributes

Demonstrating **strategic agility**, anticipates future consequences and trends accurately, has broad business knowledge, and can create competitive and breakthrough strategies and plans.

Exhibiting strong **innovation management**, demonstrates experience bringing the creative ideas of their own and others to market, managing the creative brainstorming process well, and utilizing good judgement regarding which ideas to pursue.

Compassionate but holds others accountable. Demonstrates empathy and is sympathetic to the plight of others. Open-minded and willing to consider and receive new and different ideas.

A **community orientation** and can see unique geographic, political, and economic possibilities for the organization. Possesses a keen understanding of the landscape of services to people with disabilities and special needs including resource constraints and unmet needs.

Change management experience managing an organization through business change to achieve new outcomes.

Compensation and Benefits

The target salary for this position is \$160,000 - \$215,000. Benefits include a robust health care package which include medical and dental benefits, paid time off for vacation, family care, mental and physical health, religious holidays, civic duties, and bereavement, as well as the opportunity to participate in a retirement plan.

How to Apply

To apply, please submit a current resume and letter of introduction to Kittleman & Associates, LLC at <https://bit.ly/3w7wH4b> (click on the Apply button at the bottom of the page). For more information about The Baby Fold, please visit <https://www.thebabyfold.org/>