



## CHIEF EXECUTIVE OFFICER OPPORTUNITY

OCTOBER 1, 2024

### Who we are:

Founded in 1941, the United Way of Santa Cruz County (UWSCC) has worked to improve the quality of life for all. We do this with community organizations, businesses, local experts, and government. We collaborate across sectors to develop solutions, capture needed data and use those insights to create research-backed community initiatives and support public policy. Although UWSCC's strategies and approaches have changed over the past 80 years, the organization's commitment to an equitable and thriving Santa Cruz County remains unchanged. Today, UWSCC provides immediate and long-term support for youth well-being through initiatives and policy change. Programs like 211 Santa Cruz County, Community Assessment Project (CAP), Jovenes SANOS, Pathways to Possibility, United 4 Youth, and Youth Action Network demonstrate UWSCC's commitment to focusing on community well-being by fostering college and career readiness, health and wellness, economic mobility, and community engagement.

Our United Way has unique partnerships with [First 5 of Santa Cruz County](#) and [Cradle to Career Santa Cruz County](#), allowing us to better serve the multiple sectors of our community building with an equitable and thriving vision. UWSCC, First 5, and Cradle to Career are committed to building and maintaining a diverse staff team and an inclusive workplace that values equity reflective of the demographics of our community.

With a dedicated, mission-driven staff of 15 and a budget of \$3.7 million, UWSCC seeks a leader who unites, motivates, and inspires the organization's staff and Santa Cruz County to invest in *all* who need education, tools, and growth support to realize their potential.

Learn more about United Way of Santa Cruz County: [www.unitedwaysc.org](http://www.unitedwaysc.org)

### Where we are:

Santa Cruz County is on the central California coast, with nearly 300,000 residents nested within four cities and incorporated areas. The county is 70 miles south of San Francisco and 35 southwest of the Silicon Valley.

The county's natural beauty is apparent in its pristine beaches, lush redwood forests, and rich agriculture. Higher education includes the University of California Santa Cruz and Cabrillo College. These elements of high-quality living make Santa Cruz County the most expensive area for housing.

## Position Responsibilities

UWSCC seeks a dynamic, authentic leader with a strong equity lens who will take the organization to new heights. The Chief Executive Officer (CEO) will leverage their background in executive leadership and management experience to drive sustainable strategies that embrace equity and inclusion principles. As the Chief Mobilizer, the CEO will bring fundraising prowess, business and partnership development skills, an understanding of collective impact, experience with and knowledge of scaling organizations, and experience with organizational culture change. The CEO is responsible for building trust in United Way and its relevance in the community. The CEO values the network and strives to leverage United Way's breadth of community presence, relationships, and strategy.

Reporting to the Board of Directors, the CEO will implement UWSCC's strategic vision, identify and capitalize on growth opportunities, expand partnerships, and cultivate resources. The CEO will inspire the community to give, advocate, and volunteer so that our youth succeed in school and life, our residents are healthy, and families are financially independent.

## Key Responsibilities

### LEADERSHIP AND MANAGEMENT

- Provide vision and leadership in pursuit of UWSCC's mission
- Foster an organizational culture that values high performance, delivers high-quality services, and focuses on successful and measurable outcomes
- Build a cohesive, collaborative, high-functioning team through careful application of experience and expertise
- Work with the Board of Directors to advance UWSCC's mission and build awareness of important issues in the field
- Build and lead high-performing teams, ensuring alignment and collaboration to achieve organizational results
- Maintain accountability for the operational and fiscal integrity of the organization within policies set by the Board of Directors

## BOARD GOVERNANCE AND RELATIONSHIP

- Work closely with the Board of Directors to advance UWSCC's mission and build awareness of important issues in the field.
- Serve as the primary liaison between the Board and staff, ensuring effective communication and alignment.
- Provide timely and accurate information to the Board to facilitate decision-making and policy formation.
- Support Board development efforts, including recruitment, orientation, and ongoing education
- Collaborate with the Board Chair to develop meeting agendas and materials that facilitate strategic discussions and decision-making.
- Implement Board decisions and policies effectively and efficiently.

## FUNDRAISING AND COMMUNICATION

- Collaborate closely with the internal development team to develop and cultivate impactful partnerships and relationships that propel development results through various channels (corporate, individual, foundation, and government)
- Provide leadership in fundraising by overseeing development strategies and serving as a liaison to partners and funders.
- Implement an integrated fundraising strategy that expands the support base of UWSCC and drives revenue growth.
- Serve as the primary spokesperson and external ambassador for the organization.

## STRATEGIC MANAGEMENT

- Guide the implementation of the current strategic plan and oversee the development of the 2026-onward strategic plan.
- Ensure operational excellence as UWSCC grows and evolves its programmatic and organizational leverage.
- Partner with the Board of Directors and Senior Leadership Team to craft organizational goals and develop strategies to achieve them.
- Coordinate and align all United Way activities with the strategic direction in community impact, resource development, and staff alignment.

## Key Challenges and Opportunities for the First 24 Months

The incoming CEO will lead UWSCC through an exciting period of growth and transformation. Key challenges and opportunities include:

1. **Diversifying Funding Sources:** Increase the amount of unrestricted dollars relative to grant funding. This involves developing new strategies to attract individual donors, corporate sponsors, and other sources of unrestricted funding while maintaining strong grant relationships.
2. **Post-Pandemic Fundraising:** Revitalize and innovate fundraising strategies in a post-COVID environment, addressing changed donor behaviors and economic shifts.
3. **Expanding Partnerships:** Strengthen and expand partnerships with local businesses, government entities, and other nonprofits to increase UWSCC's impact and reach.
4. **Youth-Focused Programming:** Enhance and scale our youth-centric programs while ensuring they remain responsive to evolving community needs.
5. **Organizational Growth:** Guide UWSCC through its next growth phase, including the potential expansion of staff and programs while maintaining operational efficiency.
6. **Diversity, Equity, and Inclusion:** Continue to embed DEI principles throughout the organization's culture, programs, and community engagement efforts.
7. **Technology and Innovation:** Leverage technology to improve service delivery, data analysis, and community engagement in an increasingly digital world.
8. **Affordable Housing Crisis:** Address the impacts of the local affordable housing crisis on UWSCC's mission and the communities we serve.
9. **Measuring Impact:** Enhance systems for measuring and communicating the impact of UWSCC's programs to stakeholders and the broader community.

## Candidate Qualifications

### EDUCATION AND PROFESSIONAL EXPERIENCE (REQUIRED)

- Bachelor's degree required; advanced degree preferred
- 10+ years of senior management experience in the nonprofit sector
- Proven track record of effective fundraising, with demonstrated success in post-COVID growth
- Experience in fiscal management and budget oversight
- Demonstrated success in building and scaling sustainable organizations

### TECHNICAL SKILLS (REQUIRED)

- Strong financial acumen
- Proficiency in data analysis and impact measurement in the nonprofit sector
- Experience with strategic planning and implementation

### PREFERRED ADDITIONAL EXPERIENCE

- Experience across multiple sectors (nonprofit, public, corporate)
- Public advocacy experience at local, state, and federal levels
- Familiarity with Santa Cruz County or similar communities
- Experience with youth-focused programming and initiatives
- Successful grant writing and management experience
- Experience with collective impact models and cross-sector collaborations

### KEY ATTRIBUTES AND SOFT SKILLS

- Sophisticated understanding of diversity, equity, and inclusion issues
- Exceptional written and verbal communication skills
- Action-oriented, entrepreneurial approach
- Strong ambassador and partnership development skills
- Open and participative management style
- Ability to work successfully with diverse groups and across multiple generations

## CORE LEADERSHIP COMPETENCIES

- Demonstrable integrity and accountability in leadership roles
- Strong sense of mission with a long-term perspective
- Sound judgment in complex decision-making scenarios
- Fair and thoughtful approach to management
- Flexibility and courage in strategic direction-setting and innovation

## Compensation and Benefits

The position offers a competitive salary range of \$170,000 to \$210,000 depending on the applicant's relevant education and experience. A comprehensive benefits package including health and dental insurance, employer contribution to employee's 403(b) retirement plan, paid vacation, holiday, and sick leave plans and policies.

## Commitment to Diversity, Equity, Inclusion, and Belonging

United Way of Santa Cruz County is committed to fostering, cultivating, and preserving a culture of diversity, equity, inclusion, and belonging. We embrace and value diversity in all its forms, including, but not limited to, race, ethnicity, gender, sexual orientation, age, disability, religion, and socioeconomic background. Our differences strengthen our team and enhance our ability to serve our community.

We strongly encourage applications from people of all backgrounds, especially those whose lived experiences reflect the communities we serve. UWSCC believes that a diverse workforce and inclusive workplace culture enhance our ability to fulfill our mission of creating a healthy, thriving, and safe Santa Cruz County for all.

## Application Process and Timeline

UWSCC is dedicated to conducting a thorough, fair, and efficient search process. We are committed to reviewing all applications equitably and selecting the best candidate to lead our organization. Here is our expected timeline for the CEO selection:

- October 11, 2024: Position Announced
- November 1, 2024, at 5:00 PM PDT: Application deadline

- November 4 - 22, 2024: Interviews
- December 2-6, 2024: Final interviews and decision
- Week of December 9, 2024: Offer extended to selected candidate
- January 8, 2025 (or chosen mutually date): The new CEO assumes the position

Please note that this timeline is subject to change based on the search process and candidate availability.

**Please direct letters of interest and resumes to:**

**Jackie Gordon, Vice President, Network People Services with United Way Worldwide**  
**[jackie.gordon@uww.unitedway.org](mailto:jackie.gordon@uww.unitedway.org)**