

Opportunity Invitation

Chief Executive Officer

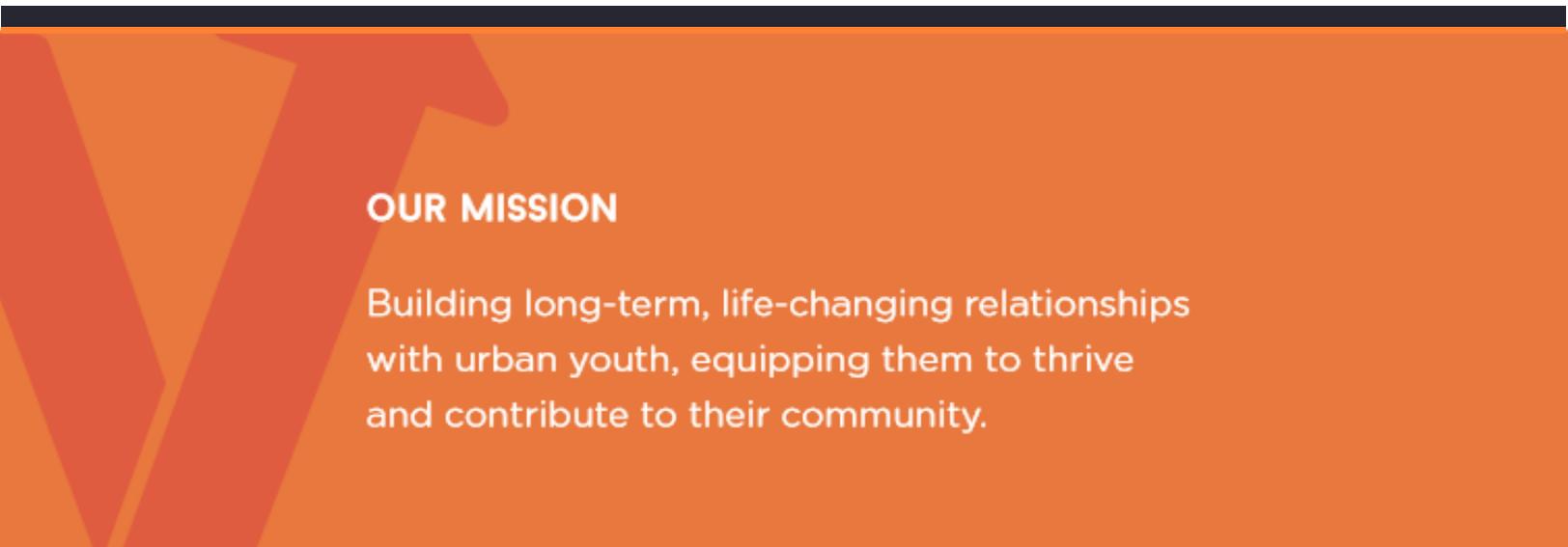
FSP Leaders

The Elevate USA Mission

Under the creative, energetic and dedicated leadership of CEO Debbi Speck, [Elevate USA](#) launched in 2014 as a platform for replication of the proven program model of [Colorado UpLift](#) (founded 1987). For over 30 years, Colorado UpLift has provided leadership and character instruction in the Denver Public School (DPS) system for students in 4th -12th grades with continuing support for alumni through college or other post-high school training. Along with the accredited curriculum of the in-school program, Colorado UpLift regularly mentors students after school and throughout the summer, improving the odds for at-risk, urban youth to emerge as successful, productive young adults.

What began as a hopeful vision for expansion, Elevate USA has sparked into a growing national movement. Now operating in the most challenging urban public school systems in ten key cities across the United States (Denver, Phoenix, Orlando, Indianapolis, St. Louis, Kansas City, New York, New England, Jacksonville and Dallas), Elevate USA's accredited curriculum and relationship-based approach have been recognized as uniquely effective in the urban setting. Through its full-time staff who serve as teachers, mentors and life coaches, Elevate USA is being invited into public school systems in more cities than current resources and staff can accommodate.

The next CEO will be passionate about the opportunity to lead Elevate USA in scaling its ability to provide resources and identify leadership in new communities that are seeking this kind of proven process for intersecting kids at-risk with an engaging and effective leadership training and life-skills coaching model.



OUR MISSION

Building long-term, life-changing relationships with urban youth, equipping them to thrive and contribute to their community.



About Elevate USA

Elevate USA is a registered 501(s)3 organization dedicated to working with students in the most challenging urban communities in America. Schools that qualify for the Elevate USA program have a consistently high rate of students receiving reduced or free lunch as well as high dropout rates. Assessing these metrics helps ensure that Elevate USA is working in communities with the greatest need. Elevate USA programs successfully provide solutions to the crises that so often plague struggling urban communities, radically changing the life trajectory for low-income youth in the cities where the organization is active.

Elevate USA programs use a unique, relationship-based approach where full time staff serve as teachers, mentors, and life coaches, building relationships with students from 2nd through 12th grade, and being available in their lives 24/7/365. These relationships are developed through Elevate USA's four program pillars: 1) teaching character and life skill classes in the public schools, 2) mentoring the students outside of school, 3) conducting adventure programs with the students, and, 4) helping each student develop a plan for when they graduate from high school.

Nationally, Elevate USA programs have experienced consistently positive outcomes. For students who participate in the programs for three or more years, graduations rates increase from 60% to 90%, and 85% of all Elevate USA students enroll in post-secondary training. Currently, Elevate USA affiliates are located in 10 metropolitan markets with 10,000 youth enrolled across 62 individual schools.





The Opportunity

The Chief Executive Officer (CEO) will embody the heart and soul of a service organization, which leads with the purpose of serving urban youth and holistically preparing them for a successful future. S/he will develop and drive a proficient fundraising program to expand the national organization and increase the “seed capital” needed to continue expanding into new communities. Reporting to the National Board of Directors, the CEO will be responsible for articulating, promoting, and preserving Elevate USA’s overall mission and guiding the strategic vision and future direction of the organization. Growth for growth’s sake is not the goal. However, there is no shortage of communities in need of Elevate USA’s message and methodology. The next CEO will be the catalyst for bringing together the financial resources, technological innovation, process clarity and systems design that allows for the well-paced expansion of a highly talented team and sustainable affiliate operations that transform the lives of participating youth and the engaged communities investing in social and moral change.

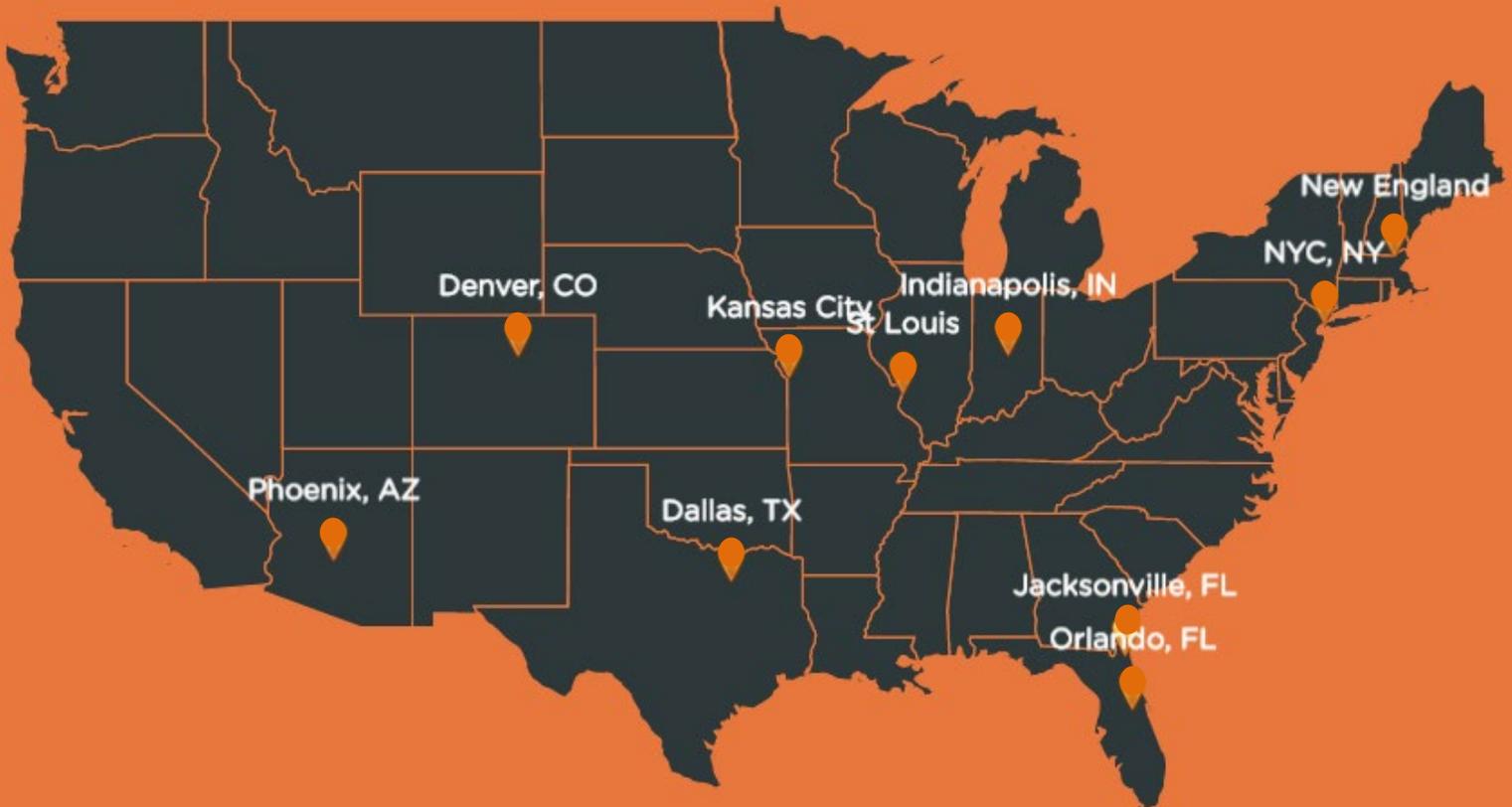
The CEO will actively seek out and engage with the wide range of audiences in the pursuit of the greatest possible network of support and partnership. As the principle spokesperson for the organization, the CEO will cultivate opportunities to promote the mission of Elevate USA in existing markets and in strategic expansion communities. S/he will expand marketing and communications channels that help raise national brand awareness for Elevate programs and services.

The CEO’s leadership role also entails motivating and mentoring the corporate leadership team responsible for all day-to-day management decisions and for implementing Elevate USA’s long and short-term plans. At Elevate USA, the corporate leadership team has developed a rhythm of decision-making that is characterized by a high degree of collaboration and action driven by consensus. While the CEO has the authority to carry out these responsibilities in accordance with the direction and policies established by the Board, the culture of the organization has developed around the idea that “all of us are smarter than any one of us.”



Watch the video to learn more about how Elevate USA is shaping the lives of young people around the country. Because No One Gets There Alone!

Elevate USA Affiliates



A student's zip code should never determine their success. That's why Elevate is working with cities and local leaders across the US. Elevate currently has presences in Phoenix, Denver, Dallas, Kansas City, St. Louis, Indianapolis, Jacksonville, Orlando, New York, and New England and is working on launching new locations every day.

Click the map to learn more about Elevate in each of its affiliate cities.

Each city affiliate develops its own local Board of Directors which selects a full-time Executive Director and creates a local fund-raising process. The CEO leads the corporate leadership team and support staff to assist and guide the development of these local affiliate city teams and systems. Creating undeniably valuable support systems and resource tools for existing and developing city affiliate teams is at the heart of the mission of the corporate operations of Elevate USA.

Leading a group of geographically dispersed affiliate organizations in a quasi-franchise model requires a CEO with great communication skills, character, integrity and determination. Experience in leading the leaders in a multi-regional virtual organization would enhance a CEO candidate's profile. It is also expected that an effective CEO will demonstrate a blend of insight, skills and abilities needed to guide, encourage, challenge and manage strong leaders who need to appreciate and embrace the need for consistency across the brand and in each community. Local groups of leaders are selected because they bring needed resources and a unique understanding of the history, challenges, culture and traditions of their city. However, the CEO will also need to help preserve the program integrity of the Elevate USA model while encouraging healthy adaptations that fit the individual community profile and amplify the desired outcomes.

Key Candidate Characteristics

Connection with, and desire to **mentor**, **support**, and **advocate** for, America's youth

Trustworthiness, **accountability**, and **honesty** in all endeavors

Appreciation for the role of the local administrators and teachers

Ability to **teach** and **learn** – **great listening skills**

Discernment related to pace of growth and optimization

Relational leadership style matched to decentralized organizational structure

Courage to make tough calls when needed and the wisdom to know when to defer

Servant leadership mindset – “all of us are smarter than any of us”

Creates an atmosphere of **inclusion** and **mutual support** with the field teams and within the national office

Strategic thinker

Innovative and **creative problem solver**

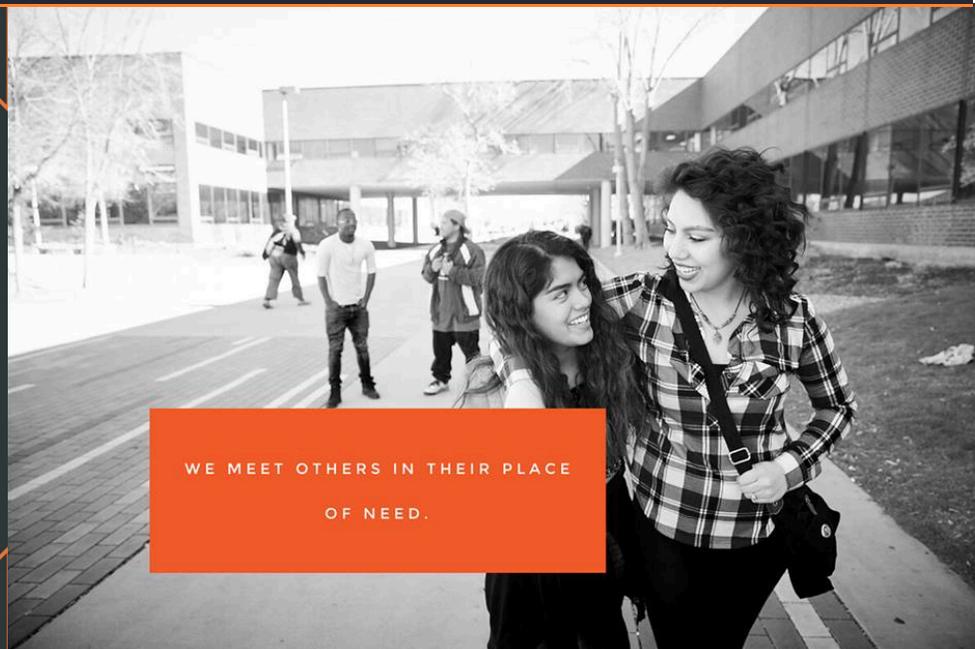
Excellent communicator and **public speaker**

Inspirational and **motivational** leader

Ability to lead organization to **operational excellence**

“Elevate provides an opportunity for a young person to benefit from important relationships that will get them into the future.”

#NoOneGetsThereAlone



WE MEET OTHERS IN THEIR PLACE
OF NEED.

Responsibilities

Leadership & Culture

The CEO will provide visionary and inspirational leadership to the staff while planning for and delivering year over year growth. This person will cultivate and sustain a strong team-oriented culture, with an emphasis on collaboration, accountability and results. They will directly and indirectly provide mentorship, training, and guidance to ensure staff perform their roles effectively.

- Leads by personal example and encourages all employees and partners to conduct their activities in accordance with Elevate USA standards, commitments and policies
- Serves as a visionary and relational leader, inspiring those in the organization in the consistent pursuit of Elevate USA's goals and initiatives
- Ensures that Elevate USA's mission, vision, and values are clearly understood and articulated at all levels of the organization, both internally and externally; Models and maintains effective and transparent communication to the Elevate staff and Board
- Assures that Elevate USA maintains high standards of integrity and social responsibility wherever it does business

Fundraising & Financial Performance

The CEO will be responsible for raising the funds needed to run the organization and ensure timely and accurate financial statements. S/he will also ensure the organization has sufficient capital to manage ongoing operations and plan for future growth.

- Assures an effective fundraising program by serving as the chief development officer or hiring and supervising an individual responsible for this activity
 - Guides and enables the Board and its individual members to participate actively in the fund-development process
 - Works with the Board to design, implement and monitor viable, policies, procedures and fundraising plans
 - Actively identifies, cultivates, and solicits major donor prospects
 - Assures the availability of materials to support solicitation and grant application preparation
 - Assures the development and operation of donor management systems and reports for quality decision-making
- Works with Board to ensure financing to support short-and long-term goals including grant-writing, pursuit of national and regional donors and other sources of capital
- Oversees the fiscal activities of the organization including budgeting, reporting, and audit
- Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining a high level of quality
- Ensures that expenditures of Elevate USA are within the authorized annual budget
- Ensures that effective internal controls and management information systems are in place
- Ensures that adequate protections are in place for new affiliates and that adequate measurement and monitoring practices are in place

Strategic Planning

The CEO will work closely with an engaged Board of Directors and senior management team to develop a clear vision and strategic direction for the organization. As part of this process, this person will establish a long-range plan and specific goals and objectives for each functional department.

- Helps the Board determine Elevate USA's values, mission, vision, and short- and long-term goals. Leads in the development and implementation of the overall organizational strategy
- Helps the Board monitor and evaluate Elevate USA's relevancy to the diverse communities it serves, its effectiveness, and its results
- Keeps the Board fully informed on the condition of Elevate USA and on all the important factors influencing it, including,
 - Identifying problems and opportunities and addressing them; brings those which are appropriate to the Board and/or its committees; facilitates discussion and deliberation
 - Informing the Board and its committees about trends, issues, problems and activities in order to facilitate policymaking. Recommends policy positions
- Keeps informed of developments in education systems, human services, not-for-profit management and governance, philanthropy and fund development
- Continues to identify and manage network affiliate expansion through relationship development; ensures that target markets are positioned for success

Operations & Performance

The CEO will work closely with the senior management team to ensure employees have clear position responsibilities, goals and expectations. S/he will foster an organizational culture that sincerely cares for and values every employee.

- Provides general oversight of all Elevate USA's activities and assures a smoothly functioning, efficient organization
- Assures program quality and organizational stability through the development and implementation of standards and controls, systems and procedures, and regular evaluation
- Assures a work environment that recruits, retains and supports quality staff and volunteers. Assures process for selecting, developing, motivating, and evaluating staff and volunteers
- Ensures Elevate USA is appropriately organized and staffed and has the authority to hire and terminate staff as necessary to enable it to achieve the approved strategy
- Specifies accountabilities for management personnel (whether paid or volunteer) and evaluates performance regularly

Legal & Compliance

The CEO will regularly review and approve organizational policy, ensuring that established modes of operation meet/exceed external standards for compliance.

- Abides by specific internally established control systems and authorities
- Assures that Elevate USA has appropriate systems to enable it to conduct its activities both lawfully and ethically
- Assures the integrity of all public disclosures by Elevate USA
- Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations

Mission Alignment

The CEO will clearly communicate the mission of Elevate USA and ensure that each affiliate operates within this mission.

- Works with Elevate USA affiliates to maintain the focus, priority and mission of holistically developing urban youth to thrive and contribute to their community
- Remains fully committed to the values and objectives of the Elevate USA and lives a life in accordance with these values

Governance

The CEO will develop a strong working relationship with the Board of Directors to fulfill the mission of Elevate USA. The CEO will sit on the board as an active member and proactively communicate with the Board of Directors on important strategic, operational, and financial matters affecting organizational performance.

- Helps the Board articulate its own role and accountabilities as well as that of its committees and individual members; helps evaluate performance regularly.
- Works with the Board Chair to enable the Board to fulfill its governance functions and facilitates optimum performance by the Board, its committees and individual Board members. Specifically,
 - Works in concert with the Chairman to develop Board agendas
 - Requests that special meetings of the Board be called when appropriate
 - In concert with the Chairman, determines the date, time and location of all board meetings
- With the Board Chair, focuses Board attention on long-range strategic issues
- Manages the Board's due diligence process to assure timely attention to core issues
- Works with the Board officers and committee chairs to elicit the best thinking and involvement of each Board member and to encourage each Board member to give his or her best
- Recommends qualified candidates to participate on the Elevate USA Board of Directors
- Ensures that the Directors are properly informed and that sufficient information is provided to the Board to enable the Directors to form appropriate judgments
- Sits on committees of the Board where appropriate as determined by the Board

Community Collaborations

The CEO will develop national community collaborations and ensure that each Elevate USA affiliate is working in collaboration with local business, school, civic and faith organizations to holistically develop urban youth.

- Facilitates relationships with business, school, faith and civic leaders in various cities across America; initiates, develops and maintains cooperative relationships with key constituencies
- Acts as an advocate within public and private sectors for issues relevant to Elevate USA, its services and constituencies
- Listens to clients, volunteers, donors and the community in order to improve services and generate community involvement; Assures community awareness of Elevate USA's response to community needs
- Serves as chief spokesperson for Elevate USA, assuring proper representation of the organization to the faith community
- Builds initial relationships with key champions for the development of new affiliates in target cities

For more information, or to apply for this position, contact Greg Barnes, President, FSP Leaders

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