



concordia
place



President and CEO Opportunity Guide

concordiaplace.org

About Concordia Place

Inspired by faith, Concordia Place envisions bigger and better tomorrows where rich diversity strengthens learning and growth for all. Putting faith into action through service to all neighbors, Concordia Place works to instill in them a sense of community, purpose, and possibility. Rooted in the Gospel message of God's grace for all people, faith in Christ is a lens through which to view and evaluate all actions.

With 4 centers across Chicago and a 5th in planning mode, Concordia Place disrupts social inequities through access to top-quality education, enrichment, and hands-on experiences that include all children, teens, and families—together. By proactively addressing key social and economic needs, Concordia Place provides services that support well-being and maximize potential, which in turn helps communities thrive and remain vibrant.

Concordia Place welcomes people from all backgrounds, regardless of faith, race, language, ethnicity, or socioeconomic status, and seeks the common threads that bind together a community, rather than differences that could divide. To make the programs affordable for all, Concordia Place takes pride in combatting economic segregation by providing sliding tuition scale options and select services for free. During fiscal year 2022, 57% of the children enrolled at Concordia Place received public support or reduced cost due to the sliding scale and discounts up to 50%. Because of excellent fiscal management by Senior Leadership and Board Leadership, Concordia Place is in a strong financial position. Operating cohesively as one organization, Concordia Place continues to grow and expand, opening new programs and centers in new communities. With individuals of different faiths, backgrounds, and cultures, Concordia Place is a team, a family, united by mission and vision.

Led by highly experienced and dedicated staff who exhibit their commitment to the mission every day, Concordia Place has a foundation of quality with cohesive teaching teams, a strong curriculum, healthy foods, and beautiful facilities that serves nearly 1,000 young children, teens, and families each year. Early Learning and Preschool program is accredited by the National Association for the Education of Young Children (NAEYC) and received the ExeRate Gold Circle of Quality. Teen Leadership has received multiple "Best in Class" awards for its programs and has been

identified as an area for mission growth in the 2-year strategic plan adopted by the Board of Directors with a focus on Teen Leadership Corporate Engagement.

After twenty years of service, President and CEO Brenda Swartz announced her intention to move on in 2023 once a new leader is identified. During Brenda's tenure, Concordia Place expanded along multiple fronts, from offering afterschool services for ages 6-12 years and a single-site preschool, to now including 4 early childhood learning centers, an award-winning teen leadership program, an afterschool program for school-age children 12 and under, and a home visiting program for expectant/new mothers.



Concordia Place Programs

Early Learning and Preschool: cognitive, social, emotional, and physical development for children 6 weeks to 5 years old at 4 education centers with bilingual classrooms.

Home Visiting: one-on-one meetings 2x a month with parent/guardian, their child, and an early childhood development expert.

School-Age 365: blending recreation with education, after-school enrichment and summer camp use Illinois learning standards to keep children learning all year.

Teen Leadership: year-round program to build practical and life skills that drive academic, career, and personal achievement.

The Opportunity: President and CEO



Concordia Place Guiding Principles and Core Values

- Faith in Action
- A Place of Yes
- A Place for All
- A Place of One
- A Place of Excellence

Concordia Place seeks a relational and visionary leader who can continue the organization's growth and its increased impact in the communities it serves. Under the new leadership, Concordia Place looks forward to building on its past successes and further evolve in creating a stronger and more dynamic future for serving Chicago's surrounding neighborhood communities. Working in partnership with the 13 members of the Board of Directors, the President and CEO will develop and drive forward a long-term vision. The Board desires a President and CEO that can ensure Concordia Place is the "Faith in Action" of Concordia Lutheran Church by proactively promoting Concordia's culture and fostering a thriving collaboration between Concordia Place and Concordia Church.

Equally as important is a leader who can bring stakeholders together and lead a strategic planning process that will create a shared vision for growth and programmatic direction while also ensuring budget, staff, and priorities for day-to-day operations remain in alignment to advance the organization's core mission. Charged with clearly articulating Concordia Place's mission both internally and externally, the President and CEO will be a passionate and compelling communicator, as well as maintain a strong community presence. The President and CEO will lead and empower a leadership team of 5 direct reports, 150 employees, and oversee a nearly \$10M annual operating budget while collaborating closely with the Board of Directors and the Executive Committee.



Performance Objectives

Success will be defined by accomplishment in the following areas.

Visionary and Strategic Leadership

- Develop and implement strategic plans, business plans, measurable outcomes, and directed strategies in partnership with the Board and Leadership Team to propel growth while maintaining a solid, sustainable operational infrastructure.
- Demonstrate industry leadership in local and state forums to both share best practices and ensure Concordia Place remains a leader in high-quality services. Keep the Board informed of changing trends and regulations and how Concordia Place can remain at the forefront of the industry.
- Guard, protect, and amplify the prominence of the mission through growth and expansion, assuring the mission advances to serve further neighborhood communities in Chicago.
- Ensure programs are mission-driven, in line with strategic planning goals, and support the needs of the neighboring community.
- Advance mission objectives in growing a sustainable youth leadership program with a focus on Teen Leadership Corporate Engagement.
- Provide collaborative leadership in maintaining a positive and productive working relationship among the Board of Directors, leadership, site staff and teachers, families, neighborhood communities, and Concordia congregation.
- Evolve and inspire a culture that attracts a top-caliber workforce with ongoing growth, development, and engagement of the site staff and teaching teams.

Board and Community Engagement

- Determine appropriate strategies, in partnership with the Board, to achieve Concordia Place's mission and vision, and establish a best-practice governance model that is effective and nimble to meet the operating needs.
- Promote a positive and productive working relationship among the Board of Directors, faith community, partner organizations, neighborhood community, and staff.
- Communicate transparently and promptly with the Board and serve as the strongest link of communication between board members, staff, community, and Concordia congregation, advocating for the needs of the site staff and families served by Concordia Place.
- Leverage visibility within the community to encourage new families to visit the centers and expand outreach into the community; remain focused on the goal of mission expansion to increase the overall number of families served with attention to the depth, quality, and grace with which services are delivered.
- Develop and oversee community engagement initiatives aligned with the strategic plan and position Concordia Place as a recognized leader in inclusive early learning and youth leadership programming in the city of Chicago. Create and implement programs to meet the needs of the community.
- Cultivate investors, donors, and ambassadors that will extend the reach and message of Concordia Place to all types of donors and supporters, including but not limited to individuals, institutions, foundations, corporate social responsibility leaders, and potential third-party supporters. Communicate a compelling vision of growth, outreach, and effective services.
- Partner with the Board to realize strategic goals for increased parent engagement, diversity, and size in the Board membership profile, which currently has involvement of business, corporate, and church leaders and parents.

"At Concordia Place, teens develop practical and life skills that drive academic, career, and personal achievement. They become empowered to make responsible decisions for themselves and others."

Performance Objectives

Organizational Culture

- Establish the tone for the overall culture, in the initial transition and into the future, that keeps the welcoming and inclusive nature of interaction with the families served at the core of the daily work as well as inspires and motivates staff to excel in their work.
- Ensure that each site and all programs operate in alignment with the mission and core values of Concordia Place through regular planned meetings with Administrative Leadership, Site Directors, Program Leadership, and Concordia Church Pastor.
- Uphold the Memorandum of Understanding with Concordia Place and Concordia Ministries and serve on the Concordia Ministries Council to ensure a broad view of "One Concordia" throughout Concordia Place leadership to support the overall success of Concordia Ministries. Report quarterly to the Church Council of Concordia Lutheran Church and annually to the Concordia congregation.
- Build, develop, motivate, unify, and stabilize a highly effective and cohesive senior leadership team with both professional/technical expertise and operational talent to ensure continuous improvement to processes and infrastructure for operational excellence and maximum mission impact. Evaluate the organization and the staff's performance on a regular basis.
- Lead and manage all staff through lens of flexibility, transparency, openness to suggestions, and the ability to resolve/mitigate conflict.

Revenue Management and Sustainability

- Align the overall organizational efforts and resources within a strategic framework with key priorities that utilize the mission, legacy, and partnerships to broaden and strengthen all revenue streams.
- Steward civic, corporate, and congregational relationships to propel strategic and programmatic expansions and grow financial support to fund existing and new social programs.
- Partner with the Vice President of Advancement in pursuit of new funding sources, including foundations, corporate sponsors, grant opportunities, and an expanded vision for prospective donors.
- Maintain consistent oversight and reporting on the organization's financial position and outlook and ensure fiscal responsibility. Oversee all financial aspects, including budget, audits, cash flow, and system controls. Explore all opportunities to maintain and expand the current sliding tuition scale that is critical to creating economic neutrality through economic diversity.
- Develop strategies for additional revenue sources. Create financial viability through earned revenue and diversified funding streams.



The Qualified Candidate

Concordia Place seeks a President and CEO that is visionary and energizes people around the organization's adventurous, yet practical, vision. A strategic thinker with a motivation for mission expansion, the next leader will be a positive cultural influencer who leads with transparency and is ready to represent and empower the staff to create an environment of growth and excellence. The President and CEO will be knowledgeable about the journey and lived experiences of the Concordia Place families, staff, and neighborhood community.

Ability to understand and navigate the city of Chicago's political, educational, and philanthropic landscape and community support services will be key, as the President and CEO serves as the primary spokesperson for Concordia Place's interactions with partners, funders, policymakers, and the broader base of community leaders. The ideal candidate will have an active faith life in a church congregation and be a leader passionate about forward thinking and growth to increase impact in Chicago's neighborhood communities.



Specific Requirements Include:

- Proven ability to build strong relationships with both internal and external stakeholders, including but not limited to administrative leadership, site directors and teachers, program participants and their families, public/civic leadership, partner organizations, donors, business leaders, and other stakeholders.
- Strong ability to work across lines of difference and divergent perspectives with diplomacy and discretion, bringing people together around shared vision and goals.
- Ability to support and inspire others to lead in their areas of expertise and achieve results while clearly communicating direction and inviting active participation among a variety of stakeholders.
- Track record in financial management, driving sustainable operations, stewardship, and developing strategies to successfully increase revenue in organizations of comparable size.
- Proven success and knowledge in fundraising and philanthropy.
- Strong analytic and strategic-thinking skills, with a demonstrated ability to create, implement, and monitor complex plans and then translate those plans into goals and concrete strategies while concurrently overseeing current operations.
- Career track record that shows stability with an organization and capacity to develop and nurture relationships culminating in overall success.
- Find value, purpose, and opportunity in working for a faith-inspired organization; Concordia Place is a social service mission (aka SMO – social ministry organization) of Concordia Lutheran Church that serves everyone regardless of any religious beliefs or affiliation.
- Bachelor's degree required.
- A minimum of 5 years of progressive experience in leadership and management, preferably in nonprofit faith-based social services, early childhood education, and/or youth development with demonstrated ability to lead people with openness and flexibility.

How to Apply

The President and CEO is expected to develop and steward strong relationships with team members, site directors, program participants, donors, prospects, and stakeholders (such as parents, community leaders, Concordia Church leadership and members, and industry leaders) that will often require a physical presence with in-person interactions, onsite visibility, and events within and outside of normal business hours. Some remote work is possible and will be at the discretion of the President and CEO while they are present and visible at multiple locations. The leader must be able to easily commute between CP locations, many on the same day.

Compensation for this position has recently been benchmarked by the Board and KEES and is in the fair market range. This position offers a competitive salary range of \$190s to low \$200s commensurate with experience.

Concordia promotes the hiring and employment of qualified individuals without regard to actual or perceived race, color, creed, gender, gender identity, sexual orientation, age, national origin, ancestry, religion, order of protection status, marital status, physical or mental disability, pregnancy, citizenship status, military status or unfavorable discharge from military service and all other grounds prohibited by federal, state, and local laws, regulation, and ordinances. Concordia also will provide reasonable accommodation to the sincere religious beliefs and practices and/or known physical or mental limitations of any otherwise qualified team member or applicant for employment unless the accommodation would impose undue hardship on our operations.

If you believe you need accommodation, you are responsible for bringing the matter to the attention of HR. You may be required to provide appropriate documentation, including without limitation, medical records establishing the existence of a disability, any job-related restrictions, and the estimated length of

time you might need accommodation. Concordia will keep all personal information confidential to the greatest extent practicable. If you believe you have been denied reasonable accommodation, you should promptly notify HR and/or the President/CEO.

This policy requires that all employment decisions be based only on valid job requirements, and extend to all terms, conditions, and privileges of employment, including without limitation, recruitment, selection, placement, transfer, compensation, benefits, training, promotion, and disciplinary actions. All team members are expected to comply with this policy with any violation resulting in disciplinary action, up to and including termination. Any violation of this policy must be reported immediately to HR and/or the President/CEO.

APPLY HERE

To ensure confidential tracking of all applicants, no applications will be accepted via email. ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE. All candidate submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/background information both in the screening process and for the finalist(s) in a formal background check.

This search is being managed by Heather Eddy, President and CEO and Megan Taylor, Project Manager of KEES. Questions may be addressed to mtaylor@kees2success.com.

Please submit your application as soon as possible. Applications are reviewed on an ongoing basis, and the search will remain open until a hire is made. Candidates who submit a formal application by June 31 will be given highest consideration, although the process will move forward as soon as top candidates are identified.

About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams and dynamic leaders in the nonprofit and public entity sectors. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit www.kees2success.com.



More About Concordia Ministries and Concordia Lutheran Church

Concordia Ministries is the leadership connector of the individual ministry organizations of Concordia and the relationships, history, and interactions that bind them. The CEO & President has a seat on the Advisory Council with responsibility to actively participate in and support the missions of both Concordia Church and Concordia Place.

Concordia Church is a congregation of the Evangelical Lutheran Church in America (ELCA) celebrating 125 years of ministry in Chicago. In 1981, Concordia Church launched what is today Concordia Place out of its commitment that the vitality of the urban church is rooted in its outreach to the community through education and service. Responding to the needs of three single mothers living nearby, the church looked beyond its walls to the needs of the larger community and created an after-school program that has grown to what today is Concordia Place.

Concordia Ministries links, strengthens, and amplifies the capacity of its family ministries. Inspired by Christ to live out God's love and grace, Concordia Ministries is the faith-driven mission connector between Concordia Place and Concordia Church. While each has its own unique mission, when knit together through Concordia Ministries, they unleash a greater impact for everyone.

Concordia Ministries consists of an advisory Council whose membership includes the key leaders of Concordia Church and Concordia Place: the Pastor of Concordia Church, the President of the Church Council, the President and CEO of Concordia Place, the Board Chair of the Concordia Place Board of Directors and the addition of a fifth member from the greater Lutheran Church community elected by the advisory Council. Together, this Council meets to support our common objectives for the relationship:

- Ensure the witness of God's love and grace is lived out in all organizations.
- Support each organization's mission growth and relevancy to community needs.
- Facilitate resource sharing and efficient use of facilities.

Concordia Church is a religious faith community in which church members engage in living out their faith through worship and service. The two commandments of Jesus, "Love God, Love Your Neighbor" form the congregation's identity in mission. As a Social Mission Organization (SMO) of Concordia Lutheran Church - Concordia Place directs its services to all neighbors without exception.

To learn more about Concordia Place, please visit concordiaplace.org.

