

OPPORTUNITY PROFILE
for the position of
PRESIDENT/EXECUTIVE DIRECTOR/CEO



www.shelterwood.org

Independence, Missouri

June 2011

OVERVIEW

Shelterwood is a fully accredited, treatment-oriented, boarding school for troubled teens designed to help boys and girls who are failing at school, at home, or within the community. Shelterwood offers a structured environment where the teens receive expert guidance and counseling support while pursuing their high school diploma and developing healthy peer and family relationships. Distinct from other boarding schools, Shelterwood strives to treat the whole child and the whole family – therapeutically, educationally and spiritually.

The program for teens is a nine-month to year-long journey which fosters dynamic growth through small class sizes, one-to-one mentoring, small group discussions, recreational activities, and day-to-day living in community. Built on the love for Jesus, Shelterwood staff walks alongside hurting teens and helps them reconnect with their families and build healthier lives.

Shelterwood has successfully assisted hundreds of families to build better, stronger and brighter lives by helping parents have better relationships with each other, their other children and their struggling teen.

THE OPPORTUNITY

This is a unique opportunity to provide the internal and external leadership to an exceptional therapeutic boarding school so it achieves economic vitality, maximizes its potential, serves an increased number of needy families and has an incredible, life-changing impact on many more troubled teens.

Presently there is a capacity for 72 youths. As the program becomes known as the “go to” place for families with a troubled teen, the site is large enough to double or triple its capacity.

HISTORY

Shelterwood began caring for teens in 1980 when a father looking for help for his daughter approached the late Richard Beach, founder of Doulos Ministries. At the time, Richard was mentoring a number of recent college graduates and felt that he could be of some service. One of the students volunteered to mentor the young girl and another person who had been recently trained as a therapist offered to provide counseling. Seeing his family restored, the father encouraged Richard to reach out to other families and continue to provide a home for struggling teens.

This laid the foundation for how Shelterwood grew over time to stand apart from standard therapeutic boarding schools.

Now, more than thirty years later, Shelterwood is still on course, having served over a thousand families. Recently operations relocated from a smaller, inefficient site near Branson, Missouri, to a beautiful new facility on 200 acres near Independence, Missouri, just east of Kansas City. A non-profit, faith-based organization, Shelterwood is licensed as a Residential Child Care Facility (RCCF) through Missouri State's Division of Family Services and operates an accredited school with six teachers.

Shelterwood stands apart from other boarding schools for girls and boys because of the deep-seated commitment to treat the whole child and the family. Shelterwood's program gets to the heart of issues through relational therapy, while ensuring teens obtain the very best educational and spiritual experience possible. State-of-the-art teaching facilities and program structure ensure that teens stay on task, while the counseling team and mentor staff work to ensure that teens feel safe, secure, and stimulated. Shelterwood is not a drug rehab facility, but rather deals with teens in rebellion, extreme non-compliance, exhibiting poor social skills, lacking in self-control, motivation or direction, and/or possessing poor self-esteem. Shelterwood is focused on creating a real sense of "family" both for the teens and for the staff.

Doulos Ministries used to be primarily a young adult discipling ministry that also ran a small residential teen care facility, but now it's the reverse with the residential therapeutic program being the emphasis. Discipleship is now part of the supervision/training given to recent college graduates who commit to serve as "big brothers or sisters" at Shelterwood for a year.

Spiritually Shelterwood is all about creating and improving personal relationships between individuals and God through a focus on Jesus. There is no particular denomination or highly defined doctrinal position involved. It's all about Jesus.

Shelterwood receives no government funds. The annual revenue from parents is just under \$4 million.

THE POSITION

The CEO reports to the Board of Directors, a group of eight business and ministry leaders some of whom have had children blessed through Shelterwood. The CEO is *ex officio* to the board.

When Doulos Ministries was two different ministries, discipleship plus a small residential therapeutic program, the CEO was titled President.

Reporting to the CEO are the directors over Shelterwood (operations), Discipleship (over the “big brothers and sisters”), Admissions and Marketing (done remotely from Canada), and Counseling (over the therapists), plus the school Principle and the Controller.

Manpower is broken down into a total of 59 full time people with:

- 32 Residential (Big Brothers and Sisters and their supervisors)
- 7 Counseling
- 6 School faculty
- 14 Leadership and administrative support

While the facility has capacity for 72 teens in the program, presently the program is running at half that amount. So a new leader is sought who can through increased brand awareness and recruiting, sound financial and organizational management and best practices in therapeutic residential programs grow enrollment and make the program well known throughout the country.

An attractive compensation plan, including an incentive plan, will be offered. The CEO should plan on living within a reasonable distance to the site. Assistance in relocation will be offered if needed.

RESPONSIBILITIES

Vision and Strategy

- Develop and implement strategic plan for the ministry.
- Provide direction and leadership toward the achievement of the ministry’s mission, strategy, goals, and objectives.
- Develop future leadership within the ministry.
- Develop strategies for the long term financial viability of the ministry and as appropriate future growth.

Culture and Values

- Create a positive culture and work environment for employees.
- Hire and lead the senior management team for the ministry.
- Be the spiritual leader for the ministry. Ensuring the ministry stays Jesus focused and true to its vision of discipleship.
- Foster a spirit of excellence and high standards among employees.

Marketing and Recruiting

- Oversee all marketing functions related to the therapeutic residential program and discipleship program.
- Responsible for efficient resource utilization by operating at maximum facility capacity.
- Manage the intern recruiting and teen admissions pipelines.

Financial Management

- Oversee staff in developing annual budgets and submit budgets for board approval; then manage within the budget.
- Manage ministry resources.
- Review activity reports and financial statements to determine progress toward objectives. Revise objectives as needed.
- Approve all major expenditures and projects.
- Stewardship – Maximize utilization of assets to serve as many families as possible plus fund raising for capital projects, special programs and scholarship assistance.
- Provide accurate information to keep the board informed of the ministry's financial position.

Program Oversight

- Inspire staff to achieve and maintain the highest level possible of excellence in programs.
- Oversee quality of programs.
- Oversee ministry operations to insure quality, service, and cost effective management of resources.
- Approve ministry operational procedures, policies, and standards.
- Review activity reports in order to analyze staff's progress toward goals.
- Help define and maintain the balance between the Shelterwood program for teens and the Discipleship program for "Big Brothers and Sisters".

Fundraising and Public Relations

- Oversee content, production and distribution of all fundraising and publicity materials.
- Serve as or supervise the primary spokesperson and representative for the organization, this could include speaking, preaching, radio programs, writing books, etc., as the opportunities and giftedness of the CEO align.
- Develop fund raising strategies with the Board, overseeing fundraising planning and implementation.
- Serve as or supervise the primary person in donor relationships.

Board of Directors

- Supports operations and administration of Board by advising and informing board members and interfacing between board and staff.
- With the Chairman of the Board, enable the Board to fulfill its governance functions.

LEADERSHIP, SPIRITUAL AND PERSONALITY

Must Have

- Successful experience in leading a medium-sized company or organization.
- Proven strength in leading an organization to and/or maintaining financial sustainability.
- Proven ability to increase revenues and to control costs.
- Proven ability in developing a professional, team-oriented organization.
- Proven ability creating a customer-oriented ethos.
- Strength in marketing and creating a brand.
- Orientation towards business or ministry use of social media and the internet.
- At least ten years to give to this leadership role.
- Some degree of charisma that both causes contagious enthusiasm and prompts credibility.
- An openness, transparency that includes being a good example, accessible and seeking/encouraging personal feedback.
- A healthy level of self-confidence coupled with a servant's heart and humility.
- A lifelong commitment to learning and growth, both in knowledge and spiritual walk.
- Ability to relate well to the cultures of pre-teens, teens and young adults.
- Strong "EQ" (emotional quotient), the ability to read the other person's emotional state and then adjust one's approach in order to reach the person most effectively.
- High amount of self-awareness, knowing one's strengths and weaknesses and how one is perceived by the other person.
- Proven ability to network and create relationships effectively.
- Ability to be both strategic and tactical, and excellent at vision casting
- Ability to know when to be quite involved and when to delegate tasks to others.
- Ability to multi-task, reprioritize as needed and to meet deadlines.
- Balance in one's life...working hard yet balancing that against the needs of family, one's spiritual life and personal refreshment.

Hope to Have

- Experience leading an organization through substantial growth and transition.
- Is innovative, tries new things that will cause improvement and growth.
- Fundraising/“friend raising” experience.
- Strong relationships with strategic partners such as Kanakuk, K-Life, Young Life, and other youth and family focused ministries.
- Counseling experience.
- Ministry leadership experience.
- Experience in secondary level education.
- A four year college degree, with an advanced degree preferred.
- Time management skills.
- Excellent communication skills; public speaking, writing, teaching.
- Proven ability to cope with conflict, stress, and crisis situations.
- Effective problem solving and reconciliation skills.

FUNDRAISING

While fund raising is not a major focus for the CEO, it can provide many things not in the normal budget. Whether a potential donor is a parent whose family was blessed by the results of the Shelterwood program or one who has a heart for what Shelterwood achieves, the making of friends who can be financially supportive of Shelterwood is important.

Areas where donations would be helpful include:

- Capital projects...for example, there is the need for construction of a \$1.5 million administration building.
- Paying down the mortgage.
- Special projects, i.e., a mission trip for some teens to Haiti.
- Scholarships providing financial assistance to needy parents (changes in lending practices have eliminated parents’ abilities usually to get equity loans to pay for Shelterwood).

SHELTERWOOD SCHOOL MISSION STATEMENT AND GOALS

Shelterwood School is designed to meet academic needs of teens participating in the Shelterwood program by providing an excellent education emphasizing core curriculum and accommodating individual needs.

Their goal is for students to experience success each day and learn to take responsibility for their own educational, emotional, physical, and spiritual growth. To achieve this, teachers commit to the following:

- Teachers will communicate with one another, students, parents, and Shelterwood staff about students' progress.
- Teachers will systematically administer student incentives based on school behavior, academic achievement, and overall attitude.
- Teachers will strive to discipline according to biblical principles by clearly defining expectations and consequences.
- Teachers will pursue personal relationships with students in order to know them and encourage their progress.

SHELTERWOOD VISION STATEMENT

Shelterwood School is committed to honoring Jesus, pursuing educational excellence, and strengthening families. It strives to help students reach their highest potential in academic, physical, emotional, and spiritual growth.

LOCAL INFORMATION

Shelterwood is located in a rural area a few miles NE of Independence, Missouri, which is the fourth largest city in the state and part of the greater Kansas City metropolitan area. In 2010, the city had a total population of 116,830 and is the county seat of Jackson County, and is known as the "Queen City of the Trails" because it was a point of departure of the California, Oregon and Santa Fe Trails.

The Independence town square features numerous family-owned shops surrounding the old main courthouse in Independence, which was modeled after Philadelphia's Independence Hall. This courthouse houses Harry S. Truman's former courtroom and office, and his home.

THE SEARCH AND SELECTION PROCESS

Bruce Dingman, President of The Dingman Company, Inc. (www.dingman.com), an executive search firm which has a successful track record of numerous similar searches will be assisting with the search.

With a collaborative effort from documents and information from meetings, this profile was created and is being sent out to many people who might either be potential candidates or who might suggest potential candidates. Since hundreds of

people are being contacted using this opportunity profile many people will be considered. The search firm will initially establish whether the person has an interest in the position and then conduct telephone interviews.

For those holding strong promise the candidate will prepare a detailed resume and respond to a Candidate's Questionnaire. The search consultant will then conduct personal interviews. The next step will include checking candidates' references, verifying degrees, and completing a background check.

In collaboration with Shelterwood, the list of candidates will be narrowed to probably four individuals who will then be interviewed comprehensively...probably in mid-September. Maintaining confidentiality, as needed by a candidate, will be an important part of the process.



The Dingman Company, Inc. is a retained executive search firm devoted exclusively to serving our clients in matters of executive selection. We are a generalist firm that has served the business world nationwide since 1979. While most of our assignments are in the corporate sector, due to our faith, we also serve many non-profit organizations who are followers of Jesus Christ.



Our client is committed to a process that represents equal opportunity employment and does not discriminate in any way based on gender, race, age, color, national origin, veteran status, medical condition, or physical or mental disability. However, for searches on behalf of religious organizations, candidates will be evaluated based on that organization's theological beliefs and religious practices.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts generally be made until mutual interest has been established.

Reference checking will request that a candidate give the recruiter access to third parties. The recruiter and the Search Committee will be cautious and sensitive as needed in trying to preserve any candidate's anonymity.



For further information on this position, please contact:

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