



## **POSITION GUIDE**



**POSITION: PRESIDENT & CEO**

**REPORTS TO: Board of Directors**

**LOCATION: Indianapolis, IN**

### **MISSION**

The mission of Early Learning Indiana is to ensure the highest level of early care and education for children in Indiana.

### **VISION**

Our vision is to create early childhood learning experiences that prepare children for success in school and build a solid foundation and passion for life-long learning.

## VALUES

**Excellence:** We strive for excellence, maintaining the highest standards for the education, development, protection, and care of young children.

**Relationships:** We commit to supportive relationships, the foundation for all of our work with children, families and each other.

**Collaboration:** We work together, recognizing that providing the highest level of service to young children requires collaboration and partnership.

**Respect:** We treat everyone with respect, strengthening the bonds that bring us together, define our culture, and allow us to lead in the wider community.

## ABOUT ELI

For more than 100 years, Early Learning Indiana (ELI) was known as Day Nursery. Under that name, the organization spent more than a century building a reputation as Central Indiana's standard-bearer for excellent child care. Founded by the King's Daughters Society in 1899, Day Nursery was originally established to provide child care for working mothers at a time when such services were scarce. Over the course of the next several decades, Day Nursery underwent a number of changes, and a great deal of growth.

Day Nursery has long enjoyed great support from Day Nursery Auxiliary, which was established in 1938. The Auxiliary's mission is to raise money for the organization, provide volunteer services to its centers, and promote its work to the community.

In 1985, Day Nursery began providing **support and training for family child care home providers**. It also instituted a **resource and referral service for parents**. Together these services, managed and operated by the Day Nursery Association, became collectively known as **Child Care Answers**.

Meanwhile, Day Nursery continued to grow, adding new locations throughout the city. By 2013, Day Nursery was home to eight child care centers in Indianapolis and was widely regarded as the area's most reputable and qualified nonprofit child care provider. Today, they run 10 high quality centers.

In 2014, Day Nursery changed its name to **Early Learning Indiana** and the organization's early childhood centers became known as **Day Early Learning Centers**. As Early Learning Indiana, the goal is to continue the tradition of being the **area's best source for child care services and resources, while embracing a larger role as an advocate and leading voice for early childhood education in Indiana**. At the same time, the Board of Early Learning Indiana officially changed the organization's mission to reflect a statewide focus.

Building on its new statewide focus, Early Learning Indiana in late 2014 was awarded a \$20 million grant from the Lilly Endowment to expand access and quality of early childhood education across the state through a new initiative called **Partnerships for Early Learners**. The grant supports quality improvement, capacity-building, workforce development, family engagement and innovation and leadership efforts throughout Indiana.

In 2016, in partnership with United Way of Central Indiana, Early Learning Indiana helped to create and launch **All IN 4 Pre-K**, a new coalition of families, community advocates and business leaders working together to expand access to high-quality pre-K in Indiana.

Through powerful partnerships and passionate leadership, ELI aims to make our children and communities stronger through the enormous power of early learning.

### **THE OPPORTUNITY**

Following the statewide expansion in focus, development of Partnerships for Early Learners, and formation of ALL IN Pre-K, the incoming President will partner with the Early Learning Indiana team to guide and balance growth in three areas: direct service and policy implementation; capacity building of other organizations; and shaping a policy agenda. He or she will manage and administer the agency's \$20 million annual budget and 350 staff in support of ELI's mission and objectives.

ELI's next President will have the opportunity to leverage recent growth into expanded influence and funding, potentially beyond the state of Indiana. The President will enhance the organization's advocacy profile and will help shape a policy agenda for early learning. He or she will help expand the organization's opportunities for revenue generation and strategic partnerships. At the heart and core of ELI, the President will oversee continuous improvement and caring for ELI's Day Early Learning Centers. Most significantly, Early Learning Indiana will continue to serve as the state's primary thought leader in early childhood development.

### **POSITION SUMMARY**

The President will report to the Board of Directors and work collaboratively with staff and the Board to pursue Early Learning Indiana's mission of ensuring the highest level of early care and education for children in Indiana. ELI's President will fulfill the following essential responsibilities of the position:

#### **Strategy and Leadership**

- Collaborate with the Board and senior management team to implement and refine the strategic plan and align resources and priorities with ELI's core mission.
- Provide inspirational and steady leadership to the senior management team and further cultivate a culture that supports ELI's values. In partnership with the team, establish effective processes that enable the organization to make decisions that will help it achieve short-term objectives and long-term goals.
- Create a strong working relationship with the Board to ensure the members have enough information and opportunity to meaningfully govern and guide the organization, as well as help it thrive by attracting individuals and organizations to support the cause.
- Engage important partners from all sectors that are aligned with the organization's mission and long-term goals. Form and nurture mutually-beneficial relationships to support the mission.

### **Advancement**

- Ensure that the flow of funds enables ELI to support its current programs and operations, as well as build capacity for continuous improvement and future growth. Direct and partner with the advancement team in formulating strategy and serving as point person in relationships with key donors.
- Communicate ELI's story and message internally and externally to ensure consistent messaging. Leverage the organization's expertise to advocate for quality early care and education by both guiding strategy and serving as a spokesperson.

### **Infrastructure**

- Ensure that ELI has the organizational supports required to fulfill its mission. This includes strong financial management, human resources management, information technology and other administrative functions.
- Oversee the financial status of the organization, in partnership with the CFO and Board, to ensure sound monitoring and controls are in place. Partner with the CFO on budget priorities aligned with the strategic plan and board expectations.
- Oversee the development of ELI's diverse and talented staff to help them perform at a high level, understand their role in the larger mission, and operate in a culture that aligns with the values of the organization.

### **Programs and Services**

- Lead the staff in the delivery of high-quality local services and statewide programs that support both direct beneficiaries and the field of early care and education. Under the guidance of the new President, ELI must continue to execute on its existing programs and develop new solutions to achieve long-term goals.
- Continue to focus the ELI staff on excellence and effectiveness. As the organization's hallmark is quality, it must continue to deliver on this obligation not only for the people it serves directly, but as an example for others looking to ELI for leadership. Ensure that ELI's work is effective, measured both by outcomes it achieves and the efficiency of its efforts.
- Effectively bridge local and statewide programs under one mission and ELI "umbrella." This requires clear communication, strong implementation and careful assessment of program changes or new endeavors.
- Promote local and state policies that advance the mission. ELI is a leader in issue advocacy on the topic of early care and education. This requires the organization and its leader to carefully consider policies it supports that improve access to, affordability of and quality in the early care and education field.

### **CANDIDATE PROFILE**

- ▶ **Vision and Leadership:** Our next President will be an experienced, visionary leader with at least ten years' progressive leadership experience and a passion for the mission and vision of Early Learning Indiana. Knowledge in the field of early care and education is required.
- ▶ **Management experience:** He or she will have prior management experience, preferably in nonprofit management or educational leadership, and will have

analytical, organization and problem-solving skills that support sound decision making. Strong business, financial and organizational savvy will be evidenced by a proven ability to set clear priorities, delegate and guide the investment of human and other resources to help achieve goals.

- ▶▶ **Systems change experience:** Our next leader will have the ability to guide the organization through significant periods of growth and change and will have demonstrated the ability to bring an organization into increased visibility, leadership and scale. He or she will have experience building collaboration among an array of external organizations in order to create broad systemic improvements in programming and policy for early childhood learning.
- ▶▶ **External relations:** As the chief representative of Early Learning Indiana, the successful candidate will have excellent communication skills and an ability to build coalitions and broad community support, and to work effectively with a variety of stakeholders.
- ▶▶ **Ability to build strong internal culture:** The next ELI leader will have the drive and skill to build a culture that is both positive and productive; our leader will help the team develop a culture both of accountability and of mutual support. ELI seeks an active listener who will support and value the important skills of staff and who will bring a collaborative, communicative and compassionate nature to problem solving.
- ▶▶ **Fluency with data and a track record building a culture of continuous improvement:** The next President will embrace data both to fine tune programs and provide evidence needed for policy improvements and fundraising. The President will build a culture of continuous improvement where learning is rigorously distilled and applied to subsequent iterations.
- ▶▶ **Fundraising:** The next President will serve as the primary external representative of Early Learning Indiana and will possess strong communication and networking skills to help enhance the fundraising program for the organization. He or she will have demonstrated skills in fundraising, including cultivating and soliciting major gifts, corporate and foundation grants, capital campaign donations, and developing a culture of giving.
- ▶▶ **Diversity:** Early Learning Indiana believes in and practices equal opportunity in its operations, community engagement, employment, and decision-making and encourages inclusion of diverse members of our community. The successful candidate will demonstrate a history of building and supporting a diverse team.
- ▶▶ **Education Requirements:** The minimum of a master's or advanced degree, ideally in management, early childhood education or a related field is required. Evidence of continuing education, certification and executive level training is desirable.

Applications and nominations are being received by Kittleman & Associates, LLC. To apply, please send a current resume and letter of interest to <https://www.kittlemansearch.com/early-learning-indiana/>

For more information on Early Learning Indiana, please visit [www.earlylearningin.org](http://www.earlylearningin.org)