



Cross Cultural Family Center

POSITION ANNOUNCEMENT: Executive Director

Reports To: Board of Directors

Status: Full Time/Exempt

Location: San Francisco, CA

Application Deadline: February 29, 2024

The Cross Cultural Family Center seeks a visionary, relationship-oriented, and equity-focused Executive Director to collaboratively lead our dedicated, family-centered team. The Executive Director will provide overall leadership in the planning, design, implementation, and evaluation of all departments while overseeing governance, directly supervising department heads, and supporting organizational development. In addition, the Executive Director will represent the agency in local, regional, state, and national communities, promoting organizational and field innovations. This is an exciting time to helm an organization with a legacy of high-quality programming; sound financials; excellent staff; close partnership with teachers and families; deep commitment to and understanding of diverse cultural backgrounds; and a strong platform for future growth through broadening our awareness, reach, and impact.

ABOUT CROSS CULTURAL FAMILY CENTER

The [Cross Cultural Family Center](#) (CCFC) was established in 1969 as an extension of a groundbreaking five-year demonstration project funded by the National Institute of Mental Health. The project studied the effects of cross-cultural education in enhancing the mental health of families living in the Western Addition of San Francisco. The program provided an opportunity for families to join together and work cooperatively so when the funds for the project ended, the families and staff wished to continue the program. Thus, CCFC was created.

The mission of CCFC is to provide child development services in cross cultural settings with a commitment to high quality, community based, and developmentally appropriate early care and education programs. It includes recognition of the essential role of family and community in promoting positive development of young children and the significant impact of public policy on the economic and social well-being of our culturally diverse urban community. Our goal is to maximize diversity among our children, families, staff, and the communities in which we live.

CCFC has provided child and family development programs in San Francisco since inception. Today, CCFC serves approximately 300 children and families across over 10 sites in San Francisco's Western Addition, Tenderloin, Potrero Hill, Castro/Hayes Valley, Richmond District and Visitacion Valley neighborhoods. CCFC holds Community Care Licenses for four infant programs, eleven preschool programs, and two school-age programs with early care and learning centers serving children from Infancy through Pre-Kindergarten (6 months - 5 years).

A unique and effective element of CCFC's model is deep focus and expertise on social emotional wellness. CCFC has an Integrated Social Emotional Wellness Program to help children develop strong social emotional skills, build healthy relationships, develop helpful

communication skills, and meet developmental needs. CCFC has mental health specialists in Early Childhood Education on staff who have the experience with our families and cultural congruence to develop personalized strategies to best support children experiencing interpersonal, behavioral, and developmental challenges.

CCFC is in a sound financial position with an annual budget of over \$14 million and operating funds secured from the California Department of Education and California Department of Social Services, as well as from the San Francisco Department of Early Childhood and the Department of Children, Youth and Their Families. In addition, CCFC receives funding through foundation grants, such as the Mimi and Peter Haas Fund and the San Francisco Foundation.

CCFC is dedicated to diversity education. A culturally and economically diverse six-member board, inclusive of former staff and parents, and staff of over 100 guide our work. Our programs focus on the individuality of each child and the collective interests and needs of children and families in our community. There is a wide range of cultural representation among the families served in our programs, with 72 percent (72%) from homes where primary languages other than English are spoken. Teaching and support staff as well as administrative team members reflect the diversity of the communities we serve.

We believe that children have the right to be safe and healthy, and to be cared for in nurturing and stimulating settings that are thoughtfully designed to address the wholeness of their development. Children have the right to learning settings that reflect and promote their family structure, ethnic heritage, cultural values, and primary language. They have the right to be cared for by people who partner with their parents and who are nurturing, loving and authentic.

ABOUT THE POSITION

CCFC's Executive Director will perform the following *Essential Responsibilities* among others:

- **Leadership**
 - Provide vision, motivation, and leadership to all agency employees and families.
 - Ensure that the values of CCFC are practiced in daily program and service operations and that employees are engaged in meaningful work to promote social justice and equity in achieving program goals and objectives; interactions with families; and in relationship building with co-workers.
 - Ensure that all programs and services have operational systems that are developed and conducted in accordance with best practices in early care and education field, and in line with CCFC's philosophy, mission, and values.
 - Encourage and support professional development opportunities.
- **Governance and Board Relations**
 - Create a purposeful and effective partnership with the Board of Directors and serve as ex-officio member of the Board of Directors.
 - Ensure well prepared and clear presentation of strategic, programmatic, and financial reports for the Board of Directors, sharing budget needs and requesting modifications as needed throughout the fiscal year.
- **Supervision**
 - Hire, mentor, and supervise all leadership and management team members who report to and are directly accountable to the Executive Director.
 - Facilitate and promote communication and consistent exchange of information

- among department heads in the appropriate directions.
 - Ensure that systems are in place so that all employees at all levels have a clear understanding of their job roles and expectations.
 - Promote training opportunities that meet team and individual needs regarding job performance and enhance the knowledge and skills needed to achieve the programmatic goals of the agency.
- **Operational Management**
 - Ensure that planning and development of programs and services support implementation of goals and strategies.
 - Ensure regular program assessment and annual agency-wide evaluations are conducted and lead to program administrative improvement and goal attainment.
 - Ensure that all operational support systems are well developed and functioning, i.e., food service, janitorial service, maintenance, supplies, and equipment.
 - Ensure that systems are in place to support compliance across grant, contract, and state and local licensing requirements and guidance.
 - **Advocacy, Communications, and Public Relations**
 - Be an effective advocate of the mission and values of CCFC, advocating for quality services and program funding to address the needs and hopes of the families served by our organization.
 - Represent CCFC in local, state, regional, and national planning communities, conferences, and other field-building and partnership convenings and tables including formal presentations to staff, funders, community, and other partners.
 - Ensure optimum flow of communication among decision makers and key constituencies including all levels of staff, families, community leaders, and service providers effectively managing frequent contact across mediums to exchange information, promote the values of the agency, and advocate for program participants and best practices.
 - Collaboratively create compelling written correspondence, memos, and grant application materials to disseminate general information and generate revenue.
 - Be a conduit for input and information and promote innovations for equity and social justice in early childhood field at all levels, i.e., policy and program standards and implementation strategies.

CCFC's Executive Director will help navigate these **Strategic Priorities** among others:

- Ensuring a balanced budget continually addresses changing community needs.
- Ensuring an organizational design and culture in which accountability is valued, promoted, and viewed as an important part of professional development.
- Ensuring that there is support for staff and families through ongoing change and galvanizing stakeholders in a common direction as the agency considers and moves forward with innovations to better serve the team and families.

CCFC's Executive Director will ideally meet many of the following **Core Qualifications** recognizing that other transferrable experience, expertise, and skills may be compelling:

- A minimum of 10 years of progressively responsible experience in non-profit, human service, or related organizations inclusive of program, finance, and human resources management with experience in child development (early care and/or education).
- Working knowledge of local community needs and resources and direct experience working effectively in community-based cross-cultural settings.
- Strong leadership and management skills with a minimum of 5 years of people,

departmental, and/or organizational leadership experience, and the ability to attract, manage, develop, and coach a high-performing team.

- Experience applying principles of leadership and management in daily practice promoting sound organizational and management innovations.
- Working knowledge of California State Early Care and Education policies and substantial problem-solving skills in response to legislative action and political pressure.
- Excellent, persuasive oral and written communication skills with ability to effectively engage with a wide range of diverse stakeholders across cultures and represent CCFC with local, regional, statewide, and national audiences.
- Substantial trans-disciplinary decision-making in the execution of program delivery in complex organizations such as those with multiple programs and/or sites.
- Familiarity and comfort with raising funds from key funding sources such as state, county, and city government grants as well as foundation grants.
- Demonstrated diplomacy, emotional intelligence, and relationship-building skills.
- Able to act quickly in emergency situations with experience in crisis management, ideally within child care or similar settings.
- Bachelor's or Master's Degree in Early Childhood Education or related fields like Human Development with emphasis in Administration and/or Leadership.
- Ability to travel frequently locally and out of state, as needed.
- Intermediate to advanced computer skills including internet, e-mail, Microsoft tools, Google Suite tools, and/or project and customer management systems.
- Valid California Driver's License/proof of auto insurance will be required.

CCFC's Executive Director will receive competitive ***Compensation and Benefits:***

- This is a full-time, exempt, salaried position with a target annual salary range of \$171,184 - \$191,360, commensurate with experience, and comprehensive benefits including medical and dental insurance; vacation and sick leave; retirement; and more.

ABOUT THE APPLICATION PROCESS

CCFC is partnering with values-aligned, Bay Area-based, BIPOC and woman-led strategic management consulting and executive search firm [Walker and Associates Consulting](#) on this search. Please email a cover letter, resume, and list of three references (references will not be contacted without advanced notice) to ccfc@walkeraac.com by **Thursday, February 29, 2024**. We understand that no candidate brings 100% of what is sought in a role so please feel free to outline transferable experiences and skills related to those sought above in your cover letter. Questions or nominations may also be sent to ccfc@walkeraac.com.

Cross Cultural Family Center is an equal opportunity employer committed to considering employees and applicants for employment without discrimination on the basis of race, religion, gender identity or expression, sexual orientation, age, disability, or any other reason unrelated to ability to perform the position and/or protected by law. CCFC designs and implements processes centering a diverse set of cultural representation and candidates from all backgrounds are encouraged to apply.

