



LEADERSHIP PROFILE



Chief Operating Officer Crossnore School & Children's Home Crossnore, NC

“The mission of Crossnore School & Children’s Home is to grow healthy futures for children and families by providing a Christian sanctuary of hope and healing.”

– Crossnore mission statement



THE OPPORTUNITY

This is a time of great opportunity for Crossnore. As the organization looks towards its second century, the Chief Operating Officer will join a committed child welfare organization steeped in passionately supporting more than 12,000 children in foster care and families in crisis throughout North Carolina through trauma-informed educational programs, clinical services and residential care facilities.

In partnership with the CEO and the executive team, the COO will strengthen the organization’s human and operational infrastructure in ways that will enable the organization to function more seamlessly. The role is an important structural addition at a critical inflection point for the organization and will help its leadership maintain focus on building external relationships, broadening fundraising efforts and pursuing the vision for the future. Additionally, the COO will lead and support an effective team - allowing the executive team, full-time and part-time staff to optimize organizational programs and remain aligned in the service of the children and families that Crossnore serves.

Finding leaders that matter for missions that matter®

84 Peachtree Street NW • Fourth Floor, FlatironCity • Atlanta, GA 30303
Tel 404-262-7392 • BoardWalkConsulting.com

The organization understands the real and clear role that racism plays in destroying sanctuary and is deeply [committed to building an anti-racist organization](#) and supporting the development of racial equity in communities. To reach its aspirations, Crossnore seeks a seasoned, accomplished manager and operations professional who embraces this ethos and who will help the organization plan and function seamlessly, meet and exceed the needs of the organizations' programs and enable Crossnore to continue to make good on the promise of providing a stable and nurturing environment for the young people and families in its care.



In addition to successfully translating and executing the vision and recently completed strategic plan of Crossnore, mandates for the new COO will include:

- Enabling the CEO to focus on vision, key strategic initiatives, advocacy, fundraising and maintaining a strong external presence
- Preserving and advancing a well-regarded reputation of care and service while gracefully ensuring that the organization responds to a constantly evolving child welfare landscape
- Being an effective driver of coordination and communication across all of Crossnore's business units and the other key departments that support revenue, programs and external communications
- Thoughtfully balancing the needs and aspirations of the children and families in Crossnore's care, the board, the staff and the communities it serves
- Helping to ensure that Crossnore's operations, services and infrastructure enable organizational programs to flourish

The opportunity for the COO is bold and compelling: to facilitate continually higher levels of operational success and enable Crossnore to grow its contributed revenue, advocacy work, visibility and continue to realize its mission long into the future.

THE ORGANIZATION

Although the current organization is the product of a 2016 merger of the Crossnore School and the Children's Home, Crossnore's work and history of "providing a Christian sanctuary of hope and healing for children in need from North Carolina" spans more than 100 years.



The Crossnore School was founded in 1913 by two medical missionaries (Drs. Mary and Eustace Sloop) as an effort to provide educational resources to the region's children – at the time, some of the poorest in North Carolina. From its beginnings as a nondenominational Christian home for children built around a one room school house, it grew into a facility of 20 buildings on more than 72 acres (now 86) that now serves students from across the region and holds fast to the original idea of giving aid, comfort and improvement to the lives of poor and troubled children.

The Children's Home began its work in 1909 in Winston-Salem, repurposing land that was previously the site of the Davis Military Academy. First serving as a school, orphanage and farm, the organization added residential, counseling and foster care services to the service offerings in the 1980's to respond to growing needs of children and families in the region.

The two organizations merged in 2016 to provide a broader platform for children and families dealing with trauma and ensure greater long-term organizational sustainability. The newly merged organization, the Crossnore School & Children's Home, has three locations: one nestled on 86 acres in the beautiful Blue Ridge Mountain town of Crossnore, NC, the second located on 212 acres on the edge of downtown Winston-Salem, NC, and the third in the historic district of downtown Hendersonville, NC.

Crossnore is nationally recognized for its [Center for Trauma Resilient Communities](#), a 2018 initiative that works with organizations, churches, schools juvenile justice and healthcare organizations to build trauma-responsive organizations and embed and embody the science of trauma resilience. Further, as a model for [Trauma-Informed Care](#), Crossnore School & Children's Home provides children's behavioral health resources that include on-site medical care, trauma-based clinical services, a broad array of extracurricular activities and educational services that have helped the agency establish itself as a unique place for children to live, learn and prosper. Crossnore addresses the needs of children and families through four key program areas:

[Residential services](#). There are two ways that children are admitted to Crossnore; the first path is through the Department of Social Services and the Department of Juvenile Justice Systems. The second is via private placements – children who are currently living with a parent or legal custodian who require an out of home placement. A key focus area for Crossnore's residential services is sibling groups (80% of Crossnore's residents are siblings) and the unique environment at Crossnore allows siblings to remain together in foster care.



Foster Care and Adoptions.

Crossnore acts as both a licensor/supervisor of single-family foster homes and therapeutic foster homes and a partner with counties in the region to match children with families seeking to adopt.

Clinical Services. Led by capable teams of therapists trained in trauma focused therapies that include

Trauma Focused Cognitive Behavior Therapy, Dialectical Behavior Therapy, Equine Therapy and individual, family and group counseling, Crossnore works with both residential children and members of the community to provide consistent environments and strategies for care.

Youth in Transition. One of the most critical gaps for children in the journey from foster care to a successful transition to adulthood is the window of development from 18-21. Crossnore provides services for children in this transition that include education, transportation, housing, employment, and medical needs through their Youth In Transition initiative. This work is anchored by two key programs; **Stepping Stones**, a program for foster care students ages 18-21 who are still in high school that recognizes and rewards students who have made enough progress toward independence to live with minimal independence; and **Miracle Scholars**, a program designed to provide much needed support to high school graduates who are no longer in the Crossnore School's care, but are pursuing additional education locally and who are occasionally in need of special assistance as they move from foster care to independent adulthood. This additional support – unique among foster care programs – can help young adults with transitional issues through the age of 26.

In addition to a wide array of clinical services, Crossnore also has several initiatives that support long-standing traditions of the organization and provide developmental opportunities for children. Examples include:

Crossnore Weavers, a weaving program that celebrates the long Appalachian tradition and art of hand-weaving and provides economic opportunities for women; the **Crossnore Fine Arts Gallery**, a gallery on the Avery County campus that highlights and sells the work of visual and fine craft artists and financially supports the organization's Stepping Stones program; the **Blair Fraley Sales Store**, a resale shop that offers new and used goods - the proceeds of which benefit the children in the care of Crossnore; and lastly, the **Miracle Grounds Coffee Shop and Café**, a café that serves breakfast, lunch and specialty beverages located in one of Crossnore's oldest and most notable buildings. The Winston-Salem campus includes two local resilience business programs; the **Miracle Grounds Farm & Network**, which hosts a food forest,

soil lab, a sunflower field, student garden and food prescription garden, and the [Miracle Heights Adventure Park](#), a unique and challenging 33-element course that includes a 600-foot zipline, a Giant Swing, two climbing walls and a Quick Jump.



The organization has a budget of \$19 million, a capable and committed full and part-time staff of around 300 and an endowment of ~\$32 million. Support for Crossnore is strong; organizational revenue (listed in rough estimates) is a combination of contributed income (37%), program income (36%), foster care and behavioral health (20%) and the remainder from other revenue and program initiatives.

Crossnore has also made significant improvements to the buildings and grounds in recent years – much of it updating historic or legacy buildings and facilities - to allow the campus to best serve its program needs. Further, 100 acres of Crossnore has been legally conserved and protected as greenspace. For more information about Crossnore and its history, please go to www.crossnore.org.

THE RESPONSIBILITIES

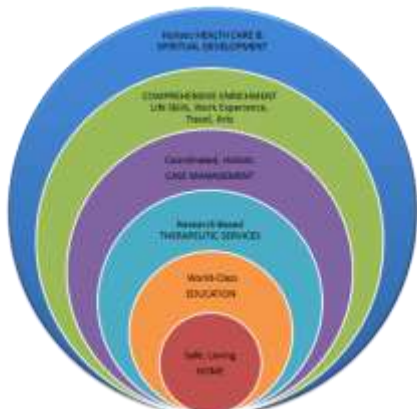
Reporting to the CEO, the COO will be a partner to the CEO and the executive team as well as other critical constituencies across the Crossnore community. They will work in alignment and harmony with the CEO and will be responsible for effectively managing Crossnore's infrastructure, processes, and human and financial resources. Combining a strong managerial skill set built on a foundation of relevant experience, an authentic desire to work collaboratively and a passion for children's behavioral health and the work of Crossnore, the COO will help the organization function optimally and advance its mission.

More specifically, the COO will:

- 1. Oversee the day-to-day business operations, planning and systems of Crossnore.** As the central point of contact for the staff on the functional, financial, human resources and day-to-day service-related components of Crossnore's operations, the COO will ensure the seamless integration of program activity and the venues, staff and systems that support them. The role demands an acute facility with galvanizing and managing people, plans and achieving goals in a fluid and constantly changing environment. The COO will both display and inspire calm and teamwork in managing a wide variety of day-to-day activities and ensure that the organization can adapt to unforeseen circumstances with grace and flexibility.
- 2. Be a trusted advisor to the CEO and an inspired partner and member of the executive team.** As a partner of the CEO and the executive team, the COO

will quickly establish and consistently maintain a relationship of superlative trust, candor and respect with the CEO and leadership of Crossnore. They will embrace working in a [*Sanctuary Model of Care*](#)® shared governance environment and be a natural collaborator. The COO will have both facility and comfort with communicating sensitive and difficult information to the CEO and the courage to advise and respectfully disagree with the CEO when warranted. As a critical asset to the CEO, executive team and Crossnore, the COO will understand and demonstrate a continuity and solidarity around goals, positions and policy and engender the same collaborative and reciprocal support and clarity from the CEO and the executive team.

- 3. Translate the vision of the organization and the CEO's priorities into operational objectives and manage outcomes to measurable results.** The COO will be an effective translator of vision into executable qualitative and quantitative plans and have the capacity to ably manage and drive both short-term and long-term goals. The COO will have a high level of comfort with P/L analysis; financial planning, budgeting and management; business analysis and strategy and project management. In concert with the CEO and the executive team, the COO will ensure that objectives are clear and that progress against goals is measurable.
- 4. Work collaboratively with the Crossnore operations team to help galvanize collective efforts of their work, minimize obstacles, advocate for and manage resources and ensure clarity around common goals and annual performance metrics.** Through personally providing a consistent example of teamwork, collaboration, trust and learning across all functions and divisions, the COO will rally their staff around mission, shared vision, values, aspirations and a sense of team that transcends workgroups and functions. The COO will be astute at assessing organizational capacity and managing resources that will allow their staff to meet and exceed expectations.
- 5. Anticipate, manage and solve problems deliberately and decisively so that Crossnore is internally and externally successful and in a way the allows the CEO to focus on key organizational priorities and vision.** The COO will be proactive, planful and forward-looking and avoid a sense of comfortable inertia with process, programs and outcomes. While balancing multiple inputs and perspectives, the COO will be comfortable making decisions with varying degrees of information. In tandem with the CEO, executive team, staff and board, the COO will help the organization be deliberate in moving institutional objectives forward, managing Crossnore's financial resources, human capital and balancing mission-related and financial goals.



(Crossnore's Theory of Change)

THE CANDIDATE

The ideal candidate is a seasoned and experienced manager with an established history of managing, coaching, leading and supporting a talented and multi-divisional operational team, comfort in an inside-facing organizational role and a passion for Crossnore's mission. Balancing hard work and dedication with finding fun and joy in the day-to-day work and the work environment at Crossnore will undergird this individual's contributions and tenure here.

Superlative interpersonal management, financial and project management skills and commitment to the future success of Crossnore are essential. Knowledge of similar business environments and experience working in a highly collaborative, mission-based environment would be a plus.

Personal assets will include a collaborative spirit, patience, high emotional literacy, emotional intelligence, listening and communication skills and quiet confidence born of authentic ability.



Assets being sought in the new COO include:

- Strong quantitative, financial management, and planning skills; comfort with profit and loss statements and utilizing data to inform business decisions
- Well-developed interpersonal management skills and material human resource management experience
- Relevant experience in a managing complex, dynamic and multi-faceted environments
- An acutely developed ability to execute effectively, focus on details and manage organizational projects to completion
- Significant facility with vision and execution and the ability to balance both
- A passion for Crossnore's mission and comfort with being a visible representative of the organization in the Winston-Salem community
- An understanding for the importance of tradition and how to appropriately balance it with progress
- An authentic persona that inspires trust, invites collaboration and engenders an environment of teamwork across teams of influence
- Experience with coaching, motivating and facilitating staff
- A perpetual awareness about the organization and regular presence throughout key events and operations (to a large degree management by walking around and knowing what is going on firsthand)
- Experience working in a sanctuary model environment would be a plus

- Someone who is a graceful but an effective change agent who can implement improvements with minimal disruption and maximum buy-in
- Comfort with asking for help when needed and being a part of a community of collective support
- A willingness to try new things and grow through making mistakes
- An even temperament and a good sense of humor; someone who is fulfilled and content working at the operational level with minimal fanfare or accolades

THE RELATIONSHIPS

The COO will report to the CEO, supervise four direct reports and be responsible for a team of approximately 30 full-time and part-time staff in collaboration with the CEO. The COO is a trusted advisor to the CEO and the executive team and an integral part of the leadership of the organization.

Reports to	<ul style="list-style-type: none"> • CEO
Manages 4 direct reports and is accountable for the overall management of operations, finance, human resources, IT food service and administration.	<ul style="list-style-type: none"> • Chief Facilities Officer • Chief Financial Officer • Chief People Officer • Director of Information Technology
Has other key relationships including:	<ul style="list-style-type: none"> • The Chief Advancement Officer, Chief Program Officer, The Clinical Director, Triad and Western Executive Directors • The Crossnore staff and board of trustees • Community partners • Vendors and direct service providers • Colleagues and peers in the Children's welfare space

Compelling candidates could come from a variety of contexts. Crossnore is an equal opportunity employer, and a diverse slate of compelling candidates is being sought.

THE LOCATION

The COO position is based in central North Carolina in the Piedmont triad city of Winston-Salem - halfway between New York and Florida and halfway between Washington DC and Atlanta GA. A growing community with a population of ~250,000, Winston-Salem is home to many educational institutions, most notably Wake Forest University and Winston-Salem State University. The city



also serves as the corporate headquarters of HanesBrands, Inc., Krispy Kreme Doughnuts, Inc., Lowes Food Stores, and Reynolds American (parent company of R.J. Reynolds Tobacco).

The Innovation Quarter, one of the fastest growing urban-based districts in the United States, is a center of research, business, biomedical science, digital media and clinical services anchors the east end of downtown Winston-Salem; art and culture also rank high among the city's assets with the North Carolina School for the Arts, the Winston-Salem Symphony, Sawtooth School for Visual Arts and the Piedmont Opera Theater enjoying a robust following in the community. For more information go to www.visitwinstonsalem.com.

For potential consideration or to suggest a prospect, please email crossnore@boardwalkconsulting.com or call John Sparrow or Patti Kish at 404-262-7392.
