

# EXECUTIVE DIRECTOR SEARCH

## NEXT STEP TO SUCCESS

Norfolk, Virginia

[nextstepstosuccess.org](http://nextstepstosuccess.org)

Start Date: Spring 2025



**Carney  
Sandoe**  
& ASSOCIATES

[CARNEYSANDOE.COM](http://CARNEYSANDOE.COM)

# Mission Statement

To help youth in Norfolk build the independent, resilient character they will need to earn success and enjoy happy, fulfilling lives as adults.

# Vision

Cut the poverty rate in Norfolk by one-half within one generation.

# Objective

Inspire disadvantaged youth to escape poverty and attain a middle-class or higher standard of living by adhering to the Success Sequence.

## At a Glance



Established  
2021



Enrollment  
75



Total employees  
11



Endowment  
\$11,500,000



Annual operating budget  
\$1,500,000



Students receiving aid  
100%



# Overview

As an after-school and summer camp program for teens, Next Step to Success (NSTS) was established by the James Barry-Robinson Institute (JBRI), a Catholic charitable organization, in order to combat and reduce intergenerational poverty in Norfolk, where over one in four of the city’s children are dwelling in poverty. NSTS enhances life skills and character strengths through its youth development program intended to equip participants to seize ownership and control over their own futures. In service to this goal, NSTS provides teens a wide range of activities that will inspire and propel them to become the most capable versions of themselves by building upon the Six Pillars of Earned Success: Growth Mindset, Optimism, Confidence, Agency, Serving Others, and Grit. As youth “graduate” from NSTS’s daily program activities, NSTS remains vitally invested in their continuing progress along the path of the Success Sequence, a data-validated strategy for escaping or avoiding poverty and attaining a middle-class or higher standard of living.

During the academic year, NSTS focuses on teens ages 13-18, who are given help with homework and invited to participate in activities such as dance, music, theater, visual arts, etiquette, gardening and cooking. They also learn life skills, such as financial literacy, and explore career opportunities. After enjoying a family-style dinner with their friends and Success Coaches, they are transported home for the evening.

NSTS also provides a full-day summer programs for Norfolk youth ages 13 to 18. In the summer program, NSTS activities for teens, designed as part of our character development and life skills training for youth, include boat-building, visual and performing arts, group projects, character education, STEM-skill development, hands-on field trips, and much more.



Financially supported by JBRI and other private funders, NSTS has aspirations to grow its offerings and enrollment due to the recent purchase of the former DePaul Hospital property, which is being redeveloped into a beautiful new campus. Accordingly, NSTS is now searching for for an Executive Director as demand and opportunities for the program grow.

## Opportunities and Challenges

Among the immediate opportunities and challenges that the new Executive Director will face are:

- Recruiting and retaining a quality work force, especially “Success Coaches”
- Marketing the benefits of NSTS to the broader community
- Ensuring that the “How” and the “What” NSTS offers are executed flawlessly
- Embracing the vision, mission and objective of NSTS and passionately supporting the students and their families as they combat the challenges of poverty every day
- Being committed to the Norfolk community at large by engaging in efforts to change social and educational norms that often result in intergenerational poverty
- Scaling the program to 200 students by January 1, 2027 at the new campus, and eventually to 400 students



## Direct Performance Responsibilities

The new Executive Director will be responsible for:

- Recruiting, hiring, training, supervising, evaluating, counseling and retaining Success Coaches and other operations staff
- Referral development from school and community officials
- Establishing and managing relationships with key community partners
- Hosting visitors and staging the visitor experience
- Program scheduling
- Safety, security and compliance matters
- Budgeting and managing expenses
- Crisis response
- Board reports
- Growth planning for expanded operations at the new campus
- Point of Contact for community concerns

## Qualifications and Personal Attributes

The new Executive Director will report to the Founder of NSTS and the CEO of JBRI and will be a vital member of the senior leadership team. Ideally, the new Executive Director will be:

- A highly energetic, passionate and reliable leader who can ensure excellence in operations
- An effective communicator who can inspire confidence, bring creative thinking, and crisp decision-making to improve systems and articulate clear goals
- A deeply dedicated manager who is visible and present in connecting with children, families, and community members and thrives in bringing out the best in those around them, while holding people accountable
- A flexible, adaptative and organized leader who can recruit, retain and inspire a passionate and high-caliber staff
- A creative problem solver who can “dream big” and think outside of the box, yet who understands budgeting, regulatory compliance and safety priorities
- A relationship builder who can bring people together around a mission while balancing the needs of all
- An empathetic, kind and fun servant leader who is inspired by traditional religious and moral concerns for the dignity, value and God-given potential of each human life

# Learn More

Click on the links below to learn more about Next Step to Success.

[Organization Website](#)

[Summer Program](#)

[After-School Program](#)

[About Norfolk, Virginia](#)



## To Apply

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- A completed Candidate Questionnaire (to be provided by the consultants);
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

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