



## CONSULTANT ENGAGEMENT: CHIEF TRANSITION OFFICER

### POSITION ANNOUNCEMENT

ForWords Literacy Lab  
January 17, 2022

### CHIEF TRANSITION OFFICER POSITION AT A GLANCE

- A Part-Time Consultant Engagement for a Chief Transition Officer (CTO)
- Organization: ForWords Literacy Lab Based in San Rafael, California
- Start Date: As Close to February 1, 2023 as Possible
- End Date: By June 30, 2023
- Amount of Time: Equivalent to 15 Hours Per Week
- Primary Role and Responsibilities Include but Not Limited to:
  - 1) Providing Transformational Leadership throughout the Transition.
  - 2) Planning and Implementing the Restructuring of ForWords:  
Restructuring the organization and student education programs (requires interacting with the school district and Marin County Office of Education personnel); negotiating a strategic alliance with another nonprofit organization; and determining ForWords senior staff requirements and leading the search for those individuals.

### INTRODUCING FORWORDS

ForWords is a small literacy development 501(c)(3) nonprofit organization founded in 2007 and located in San Rafael California. We work primarily with first-generation students, many of whom are English language learners.

ForWords mission is to ensure equitable access to education for youth who face language, academic, and economic barriers. We believe that literacy unlocks the power of knowledge for the youth we serve and provides the tools necessary for their future academic and workplace success.

ForWords fulfills its mission through a unique, project-based curriculum that augments the work of local school districts and builds skills in reading, writing, speaking, critical thinking research, technology and the arts. Our 5 cornerstone programs operate during the school day, after school, on Saturdays, and during the summer.

## **A. FORWORDS TODAY: FORWORDS ON HOLD**

### **1. ForWords Is Taking the Time to Assess Its Future**

We have taken a pause this past school semester to take a hard look at our staffing, programs, and organization structure. A board task force was formed to do that.

During the past several months, the Task Force has talked with teachers and principals, community members, parents, students, and community nonprofit organizations. And we are looking into strategic partnerships that would eliminate overlapping support services, provide needed facilities, while possibly enabling joint fundraising.

### **2. Our Goal Is To Ensure a Strong and Vibrant Future for ForWords**

## **B. WHAT WE HAVE**

### **1. Board of Directors: 11 board members as of January 1, 2023.**

### **2. Annual Budget: \$300,000 – \$400,000**

### **3. Sound Financials**

### **4. Loyal Donors**

### **5. An Interim Transition Governance Structure Plan**

A 6-month period starting on January 1 and ending on June 30, 2023 that includes an interim Secretary, Treasurer, Office of the President & Executive Committee

## **C. WHAT WE DON'T HAVE**

### **1. Board President**

- The highly regarded president of 7 years completed his board terms on December 31, 2022.
- The Interim Executive Committee is assuming the role of the president until a new, full-slate of officers will be elected at the June 2023 Annual Meeting of the Corporation.

### **2. Executive Director**

The Chief Transition Officer (CTO) will lead the recruitment process for a permanent ED.

### **3. Programs and Staff**

These will be included in the restructuring of ForWords.

## **CONSULTANT ENGAGEMENT: CHIEF TRANSITION OFFICER (CTO)**

### **A. CTO QUALIFICATIONS**

1. A proven track record of successfully restructuring nonprofit organizations and achieving positive outcomes.
2. Extensive experience in organizational development, including strategic planning, leadership development, and change management.
3. Strong knowledge of nonprofit management including governance, financial management, and program development.
4. The ability to set up best practices and evidence-based approaches in governance, management, and program design and implementation.
5. Familiarity with the laws and regulations that govern nonprofits, tax laws, fundraising laws, and regulations related to governance and accountability. In particular, familiar with California laws regarding nonprofits which differ from many other states.
6. A degree in a related field such as nonprofit management, business administration, or public administration is preferred but not essential. A certification in nonprofit management or organizational development is a plus.

## **B. PLANNING, IMPLEMENTING AND LEADING THE RESTRUCTURING OF FORWORDS**

### **THE SCOPE OF WORK TO BE REFINED AND CALIBRATED AS THE SEARCH PROGRESSES**

1. **Conduct a Thorough Assessment of the Organization**
  - This includes analyzing the organization's financials, past programs, governance structure, and relationships with key stakeholders.
  - The *Future of ForWords Board Task Force Report* is a source of information about the future direction of ForWords and will be available as ForWords proceeds with this consultant engagement search.
2. **Develop a Clear Vision for the Restructuring**

This includes defining the organization's mission, goals, and objectives, as well as outlining the specific changes that need to be made to achieve them.
3. **Develop an Organizational Model**

Restructuring of ForWords operations, governance structure, and education programs to include partners and staffing needs. This requires interaction with the San Rafael City Schools district and Marin County Office of Education personnel among others.
4. **Develop a Comprehensive Implementation Plan and Lead the Organization through It**

Includes the scope of work, timeline, and budget.
5. **Negotiate a Successful Partnership with Marin Shakespeare Company to Include:**
  - **Structure a New Home for ForWords**

Includes space for a ForWords office, classroom, board meetings, and ideally space for funder, parent, and student gatherings.
  - **Explore Possible Shared Administrative Services**

May include support staff, payroll and donor management systems, financial and human resources, and other administrative services.
  - **Conduct a “Healthy-Nonprofit” Due Diligence**

The elements included but are not limited to:

    - Effective governance; competent and effective executive director, and a productive staff
    - Evidence-based programs that advance the mission
    - A sound financial management system
    - A successful fund development strategy
    - A clear, consistent message to stakeholders and the public.
  - **Consult with Legal Counsel for all Legal Due Diligence and Legal Documents**

Includes MOUs, operating agreement, lease or rental agreement, indemnification, insurance, etc.
6. **Develop the Criteria for a Formal Evaluation to Measure the Success of the Restructuring**

And make adjustments as needed.
7. **Develop Job Descriptions and Lead the Search for the Senior Staff for the Organization**
8. **Develop a Communications Plan and Contact Stakeholders, Constituents, Public, and Media**

In addition, the consultant is responsible for keeping the Interim Executive Committee and board of directors regularly informed of the progress of the restructuring.

### C. THE CONSULTANT CTO WILL REPORT TO THE INTERIM EXECUTIVE COMMITTEE

And will provide regular reports to the full board and attend meetings as requested.

### D. BOARD OF DIRECTORS AND TRANSITION GOVERNANCE STRUCTURE TABLE

PERIOD FROM JANUARY 1, 2023 — JUNE 30, 2023

| BOARD OF DIRECTORS            | INTERIM<br>OFFICE OF THE PRESIDENT/<br>EXECUTIVE COMMITTEE | SEARCH COMMITTEE<br>FOR CONSULTANT | FUTURE OF FORWORDS<br>BOARD TASK FORCE<br>AND REPORT |
|-------------------------------|--|------------------------------------|--|
| AS OF JANUARY 1, 2023         | January 1 – June 30, 2023                                  | January/February 2022              | Completed December 2022                              |
| 1. Dennise Enriquez           |  |                                    | Member   |
| 2. Samantha Kelman            |  | Member                             | Member   |
| 3. Natalie Levine             | Secretary; Chair   |                                    | Member   |
| 4. David Nelson, JP           |  |                                    |  |
| 5. Rose J. Newhouse           | Treasurer  | Member                             | Member   |
| 6. Cheryl Ruby, PhD           | Advisor to Committee                                       | Advisor to Committee               |  |
| 7. Daniel Sarna, PhD          | Member at Large  |                                    | Cochair  |
| 8. Gail Siegel (Founder)      |  | Chair                              | Member   |
| 9. Larry Siegel, JP (Founder) |  |                                    |  |
| 10. Nancy Wasserman           | Educator Representative                                    |                                    | Cochair  |
| 11. Steve Wasserman, JP       |  | Member                             |  |
| Chief Transition Officer      | Invited Guest  |                                    |  |