



UTEC, Inc.
Chief Program Officer
Lowell, Massachusetts

EXECUTIVE SUMMARY

UTEC, Inc., a nationally recognized model in youth development, is seeking applications and nominations for the position of Chief Program Officer. UTEC's mission and promise is to ignite and nurture the ambition of our most disconnected youth to trade violence and poverty for social and economic success. UTEC serves proven-risk youth from both Lowell and Lawrence, MA.

The Chief Program Officer (CPO) will serve as a critical member of UTEC's senior leadership management team, exemplifying the values of the organization and serving as a steward of its unique culture. In collaboration with the Executive Director, the CPO will articulate and implement the strategic vision of the organization; champion performance measurement and provide ongoing feedback to program staff; work closely with the development team to support fundraising activities and report-writing/contract management as needed; and provide mentoring, guidance, supervision, and professional development to program staff. The CPO will collaborate with the Chief Finance Officer to ensure a smooth relationship between youth programs and UTEC's social enterprises.

The Chief Program Officer must truly embody UTEC's passion for working with youth that many describe as the most difficult to engage, never letting the team settle and refusing to ever give up on young people. The ideal candidate will be committed to advancing racial equity in UTEC's overall work and have the cultural competency to help UTEC in this endeavor. Above all else, the Chief Program Officer will act as a lead ambassador for UTEC's culture, demonstrating a personal commitment to the organization's values and imparting them to others, both within and outside the organization with high energy, positivity, and intentionality.

This search is being conducted with assistance from Allison Kupfer Poteet and Callie Carroll of Nonprofit Professionals Advisory Group. Please find application instructions at the end of this document.

ORGANIZATIONAL OVERVIEW

The United Teen Equality Center (UTEC), founded in 1999 and based in Lowell, was the result of an organizing movement driven by young people to develop their own teen center in response to gang violence. Built on the idea that youth could trade violence and poverty for social and emotional success, UTEC created a flow of programs that interconnect to achieve just that. The model begins with intensive street outreach and gang peacemaking and then pairs youth with transitional coaches who work with them on a wide set of goals. Youth



develop skills in workforce development programs at UTEC's social enterprises and resume their education through academic classes. UTEC's social enterprises include mattress recycling, food services (including an on-site public café, catering services, and retail food production), and woodworking. Values of social justice and civic engagement are embedded in all programming, with special emphasis on local and statewide organizing and policy making work. The majority of UTEC's programs focus on youth ages 17-24 upon enrollment who are out-of-school and are gang-involved, criminally-involved, or expecting/parenting.

UTEC also provides enrichment activities for youth so that they have a safe place to enjoy themselves and have additional safe outlets for expression, as well as increasing their sense of belonging to UTEC and the caring relationships fostered with staff. UTEC's unique model can provide a pathway from the street to the state house for older youth most often overlooked and considered disengaged. Ultimately, the pathway results in **three specific outcome areas** for our young people: *reduced recidivism and criminal activity, increased employability, and increased educational attainment.*

UTEC's continuum of services include:

- *Street Outreach and Gang Peacemaking*, which reaches a broader age and demographic of youth, meets young people "where they're at" and serves as the starting point of UTEC's program model. Streetworkers reach out to those young people who are most disengaged and deeply involved in local youth gang networks, including "in-reach" to youth in correctional facilities. This recruitment and relationship-building work sets the stage to conduct gang peacemaking work and to bring disconnected youth through the doors of UTEC.
- *Transitional Coaches*, UTEC's name for case managers, work with youth who are brought to UTEC by the Streetworkers or referred by UTEC's community partners. Youth develop a one-to-one relationship and a service plan with a transitional coach (TC) and work on major life challenges and obstacles, including housing, finances, family relations, physical and emotional health, and legal matters. TCs continue to provide youth with the support they need to achieve their goals and make significant changes in their lives.
- *Workforce Development and Social Enterprises* offer youth paid on-the-job experience. Programs focus on a pathway that starts with transitional employment and leads into opportunities for youth to be involved in the running of UTEC's own social enterprises. Youth learn industry-specific skills and, most importantly, the interpersonal "soft skills" required to excel in any workplace. Program Managers teach and mentor youth so that they can pursue viable and long-term careers after they leave UTEC.
- *Education* programs help youth obtain their HiSET (formerly GED). Youth in Workforce Development are required to enroll in our onsite HiSET preparation classes, which focus on blended, project-based learning and integrate our values of civic engagement and social justice.
- *Enrichment programming* provides afternoon recreational and cultural activities for all youth in UTEC's targeted age range. Youth can participate in a variety of rotating programs to express creativity, engage in athletic fun, and attend special events.

Civic Engagement themes are connected to all programs. Staff-led workshops and youth-led organizing options expose emerging leaders to principles of social justice and community organizing, learning skills that will allow them to systemically address the problems and inequities that they see in their communities.



RESULTS

UTEC is proud of its outstanding results, but much still lies ahead. In fiscal year 2016, UTEC served 168 youth in Lowell and Lawrence through its intensive programming and served over 750 additional youth through streetwalker engagement, enrichment activities, and other events. In fiscal year 2016, youth served by UTEC’s intensive programming had significantly better educational and economic outcomes than their counterparts across the state:

UTEC's OUTCOMES

89% of youth served were not arrested during the year and **98%** were not convicted.

82% of youth who left UTEC programming were employed 2 years later.

24% of youth who engaged in our HiSET classes obtained a high school credential within the last year.

Learn more at www.utec-lowell.org

MA and U.S. OUTCOMES

51% of 18-24 year-olds who are incarcerated to county facilities in Massachusetts are re-arraigned within 1 year, and 76% are re-arraigned within 3 years.*

40% Former inmates earn an average of 40% less than they would if they had not been incarcerated. In Massachusetts this amount totals \$760 million in lost wages annually.** UTEC works to help our youth avoid this potential wage loss.

<20% of incarcerated males ages 18-24 nationally have attained at least a high school diploma or GED.***

UTEC Outcomes & Impact Snapshot, https://www.utec-lowell.org/uploads/uploads/utec_outcomes_snapshot_fy16.pdf

CORE VALUES

Through all its programs and activities, UTEC lives out its core values:

UTEC is a family. We assume goodness behind everyone’s actions. We show mad love, unconditionally accepting each person. We offer everyone a clean slate, never giving up. We carry out respectful curiosity, always seeking out moments to connect. We are sponges, actively seeking feedback. We embody contagious passion in all we do.

UTEC is a catalyst. We think big about what we can achieve. We continually chip away, demonstrating relentlessness in our pursuit of positive change. We plant seeds of peace and cultivate trust. We see beyond the mask, knowing there’s always more beneath the surface. We ignite social justice. And we spark sustainability – for our young people, our enterprises, and our physical environment.

For more information on UTEC, please visit utec-lowell.org.



OPPORTUNITIES AND CHALLENGES FOR THE CHIEF PROGRAM OFFICER

Reporting to the Executive Director, the Chief Program Officer will join a small, highly-effective senior team. The CPO can expect to immediately engage the opportunities and challenges in the following areas:

Strategic Program Integration and Performance Management

The CPO will oversee the coordination, integration, and delivery of all program operations, promoting collaboration between program areas and ensuring that the expectations of youth, funders, partners, and other stakeholders are consistently met. He/she/they will directly supervise six program leaders, working closely with them to establish, deliver, and track against program goals and set accountability protocols. The CPO will deepen existing and create new performance and outcome measures that are core to UTEC's mission.

Evaluation and Data

The CPO will coordinate and analyze the appropriate data to inform programmatic and operational decision-making and will analyze and assess programs based on data collected, focusing on continuous improvement and implementing corrective measures, if needed.

Organizational Strategic Leadership and Program Growth

Together with the Executive Director and leadership team, the CPO will play a key role in the development, strategic planning, service delivery, and management of program operations. He/she/they will support the creation and implementation of UTEC's upcoming 3-year growth plan and will collaboratively develop and implement new initiatives that reflect UTEC's mission. Together with the leadership team, the CPO will strengthen and maintain management and governance culture and practices that reflect UTEC's core values.

Team Management, Mentorship and Stewardship of Culture

The CPO will keep the culture of the organization at the center of its work and promote a team-based environment to motivate and inspire staff to work collaboratively toward UTEC's goals. To do this, the CPO will clearly communicate organizational vision; implement staff development plans and performance measurements; and provide leadership development, professional development, and mentoring. The CPO will work closely with senior program staff to build their skills and confidence, providing regular feedback so that they can continuously improve their supervision and mentoring skills and, in turn, they can mentor, encourage, and motivate their staff. Collaboratively with program directors, the CPO will deploy resources efficiently and effectively to meet organizational goals, work with staff to balance workload and effort and determine staffing plans to achieve program goals and objectives, and participate in hiring decisions for new staff.

Fiscal Management

The CPO will participate in the budget development process and maintain a high level of fiscal responsibility. He/she/they will work closely with the Chief Finance Officer and finance department to budget and monitor programmatic operations to ensure sound fiscal and system management. The CPO will also partner with development staff to respond to requests for proposals and applications, supporting fund development through assistance in proposal/grant writing and contract management.

QUALIFICATIONS OF THE IDEAL CANDIDATE

While no one person may embody all of the qualities enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes and experiences:



- Personal demonstrated passion for supporting youth wherever they are; experience interacting with proven-risk youth, a deep understanding of the particular opportunities and challenges they face, and an absolute commitment to their success; the ideal candidate will also bring a broader commitment to social justice, including economic justice, racial justice, gender equality, equity with diversity, and the ability to articulate and practice those principles with a diverse population;
- Demonstrated success overseeing complex programs; a minimum of six years of professional experience overseeing programs at an organization serving youth;
- Content expertise in youth development, workforce development, or education is required;
- Comprehensive working knowledge of program planning, organizational structure, budgeting, and administrative operations;
- Demonstrated experience managing a high-performing team with a proven ability to develop and mentor staff members and meet them where they are and motivate and inspire them;
- The ability to analyze and compile complex data for reporting purposes;
- Strong community awareness and astuteness; excellent communication skills, both written and oral, with the ability to represent the organization across a wide range of stakeholders and constituencies;
- A natural tendency to be open to the opinions of others and above all else, a deep personal value of putting young people's learning before their own opinion;
- Strong relationship building skills with the ability find common ground, build consensus, and strengthen collaboration among diverse internal and external stakeholders;
- A high tolerance for ambiguity and the ability to adapt quickly to change; an optimistic outlook;
- Ability to successfully navigate in a fast-paced, outcomes-driven, entrepreneurial and youth-centered environment with the ability to be flexible and shift gears to changing needs;
- Ability to find the humor in all things; integrity, patience, and a high-energy and positive attitude;
- Ability and willingness to travel, as needed; and
- Bachelor's degree or equivalent lived experience required.

TO APPLY

This search is being conducted with assistance from Allison Kupfer Poteet and Callie Carroll of Nonprofit Professionals Advisory Group. Candidates are encouraged to apply as soon as possible, and applications will be reviewed as they are received. Please send nominations and/or applications including cover letter describing your interest and qualifications, your resume (in Word format), and where you learned of the position to: UTECCPO@nonprofitprofessionals.com. **UTECC, Inc. is an Equal Opportunity Employer.** UTECC will not discriminate on the basis of any characteristic or class which is now or may in the future become protected by law. There will be no discrimination towards any individuals we are in contact with on the basis of age, race, gender, color, national origin, ability, religion, marital status, or sexual orientation. In pursuit of its goal of youth development, UTECC seeks to develop and nurture its diversity. UTECC believes that diversity among its many members strengthens the organization, stimulates creativity, promotes the exchange of ideas, and enriches the life of our center. Reasonable accommodations are available for interviews and for service term for any and all individuals with a permanent or temporary disability.

Nonprofit Professionals Advisory Group is a national executive search and consulting firm dedicated to serving the mission-driven community. We partner with global mission-driven clients to deliver highly-tailored, innovative, and strategic senior- and executive-level search services.

www.nonprofitprofessionals.com.