



Position Guide

Chief Executive Officer

<https://intercambio.org/>



POSITION: Chief Executive Officer

REPORTS TO: Board of Directors

LOCATION: Boulder County, CO

Vision: Millions of people cultivating new levels of cross-cultural connection and belonging, one conversation at a time.

Mission: To bring English learners and community volunteers together in language classes and gatherings to build skills, confidence and life-changing connections.

The Intercambio Way®:

- ***Increasing Access:*** Supportive programs and national partnerships create new possibilities for English learners and community volunteers to connect through structured, relationship-based English classes and gatherings.
- ***Learning Together:*** We provide curriculum and training that promote effective English language acquisition, cultural humility, and conversations where all participants learn from each other's experiences and perspectives.
- ***Growing Together:*** Participants build the skills and confidence to communicate across language barriers and foster genuine connections.
- ***Creating a New Future Together:*** One cross-cultural connection at a time, Intercambio participants model and cultivate a new level of human interaction.



Why Intercambio?

More than 36 million adults in the United States lack basic English literacy, yet only five percent have access to English language education. For immigrants, lack of English skills is one of the biggest barriers to economic mobility. It is linked to lower incomes, fewer educational opportunities and less social integration. COVID has only exacerbated these issues.

Over 20 years ago, Intercambio was born from a desire to facilitate meaningful connections between immigrants and established residents in Boulder County to lift up individual lives and strengthen the community as a whole. From this vision evolved Intercambio's unique model of relationship-based English language instruction in which trained volunteers teach English to adult immigrants using a proprietary curriculum that emphasizes interpersonal connection, empathy and understanding. Now a nationwide organization, Intercambio runs in-person and online programs and trainings where all participants learn from each other's experiences and perspectives. Each year, it sells its unique and results-driven ESL curriculum to approximately 600 partner organizations throughout the United States, changing the lives of adult immigrants from around the world along with those of their volunteer teachers.

Boulder County, Colorado

Intercambio's innovative work in its hometown of Boulder County has grown steadily over the years and now impacts communities all over the country. Partner organizations regularly seek out Intercambio for technical assistance and guidance, thereby solidifying the organization's position as a thought leader in the national adult education space.



Intercambio's impacts include:

- Children of Intercambio students have a 13% higher high school graduation rate than their peers.
- Over 90% of Intercambio's students state they feel welcome in Boulder County, even though just 46% of the general population believe that our county is receptive to immigrants.
- 38% of Intercambio students reported a decreased use of interpreters at the doctor's office last year.

The Intercambio Network

For years, Intercambio has received requests from other communities to help them adopt its unique model of volunteer-taught, low-cost English education for adult immigrants. The 2019 publication of Intercambio's latest curriculum, *Confidence and Connections*, provided the organization with the right tool to help communities all over the country with outstanding resources for their volunteer-taught English classes. Over 200,000 copies of the curriculum were sold in the last fiscal year, and this is a growing revenue stream for the organization, increasing its financial self-sufficiency.

Intercambio is using what it has learned over the past two decades to advance adult ESL programs across the country. The organization is packaging Intercambio Network offerings,

providing nonprofits, churches and other community organizations with the training and support to deliver quality, volunteer-based, adult ESL classes. Intercambio staff are leaders in disrupting the traditional power dynamics found in adult English education, modeling cultural humility and growing the cross-cultural exchange of ideas in classrooms around the country.



Piloted in 2020-2021, the *Intercambio Network* is a fee-based community of organizations using the Intercambio curriculum and materials. The Network currently has over 68 member organizations and is the only network designed specifically for adult English language programs working with volunteer teachers. For a low fee, network members access training, program coaching and peer support. The *Intercambio Network* aspires to unlock the potential of relationship-based English language programs, increasing accessibility and unleashing the individual and collective power that comes from authentic human connection. Together, we can all learn from one another, celebrate successes and share challenges.

CC English

One of the few silver linings of the COVID pandemic has been the shift to online access. As a result, in 2020 Intercambio created the online *CC English* program, designed to bring English learners and volunteer teachers together from every corner of our nation. It is an affordable way for adult English learners to take live, one-on-one classes online with a volunteer teacher using the organization's outstanding curriculum. Currently, over 150 participants are learning and teaching through this platform. Students pay a low monthly fee for access, which includes the hardcopy workbook.

Intercambio has a 14-member Board of Directors, a staff of 17, and an approximately \$1.7 million annual operating budget. For more information regarding Intercambio, please visit <https://intercambio.org/>.

The Opportunity

Intercambio has reached an inflection point in its 21-year history. Like other companies that started in Boulder and grew to have a national presence – like Justin's Nut Butter, Bobo's Oat Bars, Storage Tek and Horizon Organic – Intercambio's impact has steadily grown, and its trademarked curriculum is now in use in every state in the U.S.

Over the next five years, Intercambio plans to scale its national network to reach 200 Network Members, impacting 13,000 English language learners annually and expanding access and quality of Adult ESL nationwide. The organization is currently optimizing its model through investments in digital curriculum, outreach strategies, sales processes and new member

resources. During the next two years, Intercambio staff are focusing on improving systems to better support Network members and selling Intercambio products across the country.

CC English is an exciting innovation with limitless potential. Access to learning opportunities today is unprecedented in scope thanks to technology. Intercambio is using the new opportunities technology affords to advance collaboration that will address the lack of access to basic English literacy and begin closing the gap for millions of immigrants to the United States.



Using their own software developer, Intercambio designed and built a platform that matches students and teachers, provides an online resource hub, and tracks attendance and progress. There is no other online ESL program like it! The alpha version, as anticipated, requires refinement and simplification during beta development. These software enhancements will support Intercambio's objective of having 450 participants online in Fiscal Year 2023 and reaching 10,000 participants within the

next 5 years. This growth promises to provide an incredible source of revenue, thereby strengthening Intercambio's financial position and sustainability as a revenue-generating nonprofit. Intercambio plans to be a leader in the social enterprise space with this business model.

Candidate Profile

Intercambio seeks a leader who is passionate about fostering meaningful cross-cultural connection and belonging through English education. This individual provides leadership and vision to the board, staff, donors, partners and other constituents in achieving this organization's vision, mission and impact. This effective leader and experienced manager fosters vibrant teamwork, pursues quality, supports equity and engenders mutual respect while accelerating progress on Intercambio's service locally and nationally.

The future Intercambio CEO excels at the following:

- **Leadership.** Fosters innovation and strategic thinking regarding Intercambio's impact while quantifying performance and measures of success for all facets of the organization's operations. This individual is approachable and authentically engages and values the perspectives of others. This leader understands the importance of culture and strives to foster teamwork in a positive and productive workplace.
- **Relationships.** Connects, engages and inspires! Works transparently, comfortably and effectively with many different types of stakeholders and staff members in many different settings. Builds and maintains strong relationships that translate into effective collaboration, organizational impact and fundraising results.

- **Innovation.** A strategist who is attentive to the rapidly changing external environment and the opportunities presented by technology to advance the impact of Intercambio. Identifies new approaches to enhance the effectiveness of Intercambio's programs and services.
- **Fundraising.** Is excited about increasing Intercambio's fundraising results and bringing in national-level grants. Understands the dynamics of effective fundraising systems and works collaboratively with board and staff members to achieve financial goals. Has experience building durable and effective relationships with funders and donors and has had success in personally raising funds.
- **Management.** Coaches and supports a diverse staff comprised of many different lived experiences, identities and philosophies, while creating an equitable and inclusive work environment. Builds and perpetuates a collaborative and participatory culture. Works to strengthen interpersonal communications and accountability across the staff through ongoing staff development. Enhances infrastructures and systems to support the work of staff and the organization's operating results. Responsible for the annual operating results, financial performance and impact of this dynamic organization.
- **Business Acumen.** Leads creation of strategic, operational and financial plans, ensuring management, coordination, and alignment of all activities, initiatives and programs within Intercambio's vision, mission and strategies. Fosters innovation and establishes metrics for performance and measures of success for all facets of the organization's operations. Runs a fiscally sustainable organization and brings mission criteria to opportunity assessment. Assesses organizational capacity to implement strategies, identifies gaps in systems and staffing, and develops plans for correction, contingency and succession; anticipates factors accelerating or impacting success. Has the skills and/or experience to take the organization from a \$2 million budget to a \$5 million budget.
- **Communications.** A champion, who promotes Intercambio to the media, funders and partners. Understands how to tell stories that inspire, while making topics compelling and accessible. Enjoys being the organization's ambassador and chief spokesperson and providing thought leadership in a variety of forums. Supports deployment of technology and uses digital media to support effective communications with diverse constituencies in a dynamic environment.
- **Governance.** Has experience working with and/or serving on governing boards and understands how to advance the board's work as the organization's strategic governing body. Develops issues for board review, discussion, input and action. Helps the board maintain an effective nominating process and ensures a thorough orientation for new board members. Also supports offboarding and ongoing organizational relationships with term-limited or departing board members. Advocates for and supports the board's self-study, evaluation and performance.
- **Integrity.** Maintains stewardship and accountability for the organization's overall operational, ethical and fiduciary integrity within the guidelines and policies set by the board and applicable laws and/or regulations.

Qualifications

Candidates should demonstrate a career path of progressive leadership and management experience in the nonprofit, corporate and/or government sectors. This leader has significant experience in growing the capacity and impact of an organization and may have prior personal or professional experience fostering cross-cultural connections, building national partnerships and/or applying technology to advance educational outcomes.



This individual champions equity, authentic collaboration and has experience building durable relationships with external constituencies and internal teams inclusive of many different perspectives and lived experience. This person wants to establish and maintain effective and collaborative relationships with current funders, potential donors and other key leaders in business, government and

community-based organizations in Boulder County and nationally. An ability and desire to raise private contributions is necessary, as well as a successful track record in revenue diversification.

This results and growth-oriented manager builds consensus internally with board and staff to drive a shared vision for achieving the organization's strategic priorities. This executive has experience mentoring growing teams and creating structures and systems that can transform an organization from a grassroots nonprofit to a mature, national organization that is a leader in its field.

This champion will be a compelling and credible advocate *for cross-cultural connections* in written and oral media, both one-on-one and in group settings.

Candidates should demonstrate the ability to operate effectively and collaboratively within nonprofit governing environments.

Intercambio is committed to creating a diverse and equitable work environment and strongly encourages you to apply if you have lived immigrant experience, are part of the BIPOC (Black, Indigenous, and people of color) and/or LGBTQIA community, are differently-abled, a veteran, or are of diverse nationality or religion

To apply, please submit a current resume and letter of introduction, as soon as possible, to Kittleman & Associates, LLC at <https://bit.ly/3FH54mv> (click on the Apply button at the bottom of the page).

Compensation and Benefits

The salary range for this position is between \$135,000 and \$150,000 and will be commensurate with experience. Intercambio is proud to offer a robust benefits program to all employees as part of a comprehensive compensation package. Benefits include: Health Insurance (medical, dental and vision), Paid Time Off, life insurance and Simple IRA 401k (After one-year of employment employees are eligible for a 3% match).

Policy Against Discrimination and Harassment

Intercambio prohibits and will not tolerate discrimination or harassment and will take affirmative measures to ensure against them, especially if they are carried out on the basis of race, color, religion, sex, age, marital status, national origin, immigration status, disability, status as a veteran or disabled veteran, cognitive or neurodiversity, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation or political affiliation. This policy applies to all employees or potential employees, volunteers, students, member of the Intercambio Board of Directors, people who serve on Intercambio committees, and anyone attending Intercambio events and extends to all aspects of participation at Intercambio, including hiring, transfer, promotion, training, working conditions, policies, compensation, evaluation, discipline and termination.



Intercambio is committed to providing an inclusive and welcoming environment for all participants.