



Executive Vice President for Impact and Innovation
Northern Virginia Family Services
Falls Church, VA

THE SEARCH

[Northern Virginia Family Services](#) (NVFS) seeks a strategic, analytically grounded, and collaborative leader to serve as its inaugural Executive Vice President for Impact and Innovation (EVP). This is a pivotal role at a defining moment for the agency, offering the opportunity to build the analytical and operational infrastructure of a newly designed pillar and to help advance NVFS into its next phase of growth and impact.

NVFS is one of the largest and most trusted human services agencies in Northern Virginia. For more than 100 years, NVFS has served individuals and families navigating poverty and its most complex challenges. The agency is known for being innovative, responsive to community needs, and deeply credible across the full spectrum of its relationships—with the people it serves, with government and private-sector partners, and with the philanthropic community.

Through a broad array of programs and services, a \$44 million annual budget, and more than 350 staff members, NVFS positively impacts more than 40,000 individuals each year. Its wide-ranging services—from early childhood education to linguistically and culturally responsive mental health supports—enable the agency to meet individuals and families wherever they are in their journey toward stability and well-being.

The EVP for Impact and Innovation role is a new leadership position responsible for advancing both community-based services and the systems that support learning, growth, and strategic decision-making. This leader will build stronger organizational capacity in areas like business intelligence and program learning, helping the agency better understand and scale what works. They will also guide cross-team collaboration by bringing structured scenario planning and forward-looking analysis into program

strategy, helping NVFS remain aligned with its values while adapting to change and protecting critical funding streams.

Reporting to the President and CEO and serving as a key member of the senior leadership team, the EVP will operate as both a builder and a connector—partnering across the agency to align programs, strategy, funding, operations, and talent in service of community impact. This is a role for a leader who is comfortable building in real time—someone who can bring clarity without over-prescribing, make progress with imperfect information, and elevate how decisions are informed and communicated across the organization. With a highly dedicated and experienced staff as a foundation, the EVP will have the opportunity to cultivate a more analytically rigorous, integrated, and forward-looking culture—one that matches the ambition and complexity of NVFS’s mission and ensures the organization continues to innovate and expand its reach for years to come.

NVFS has retained the executive search firm Isaacson, Miller to assist with this important recruitment. Confidential nominations, inquiries, and applications may be directed to the search firm as indicated at the end of this document.

NORTHERN VIRGINIA FAMILY SERVICES

Originally established in 1924, Northern Virginia Family Services (NVFS) has grown from a small community effort into a nationally recognized nonprofit dedicated to helping individuals and families achieve stability and self-sufficiency. Today, NVFS provides a wide range of services—including housing, health care, workforce development, early childhood education, and mental health support—designed to strengthen financial, emotional, and physical well-being. Each year, the agency serves more than 40,000 individuals across Northern Virginia, working alongside families to build on their strengths, overcome challenges, and create pathways to long-term success. NVFS has over 350 employees and operates in all of Northern Virginia’s counties, Arlington, Fairfax, Loudoun, and Prince William, as well as the cities of Alexandria, Falls Church, Manassas, and Manassas Park.

Programming and Services

NVFS offers a full complement of wraparound services, helping children, adults, and families realize their full potential. These services cover the following areas:

Community Health: Recognizing that not everyone living in the Northern Virginia region is able to access affordable health care, NVFS seeks to help individuals and families navigate complex systems to access the healthcare they deserve. Through its Community Health programs, NVFS is one of the largest local providers of access to health care, helping clients understand and secure free or low-cost health services for both adults and children who do not have access to insurance. These programs open the doors to insurance enrollment, affordable medications, and pediatric care, reducing barriers related to cost, coverage, and access.

Child, Youth and Family Services: NVFS believes that every child deserves the necessary tools to build a healthy, successful life and that every parent or caregiver deserves support and resources in providing those tools. Through its Head Start and Early Head Start programs, NVFS supports the development of early reading and math skills needed to be successful in school and educates parents and caregivers on the social and cognitive development that happens in early childhood. From early childhood education and youth violence prevention to parenting workshops and court advocacy, a multitude of other programs support children, teens, and caregivers at home, in school, and across the community.

Housing, Food and Urgent Support: When a family faces housing instability or struggles to meet basic needs, NVFS programs provide timely assistance with housing, food, and urgent needs, helping individuals and families regain stability and move forward. NVFS provides a 92-bed emergency homeless shelter at its SERVE campus in Manassas as well as additional financial assistance programs. Shelter guests—more than 50 percent of whom are children—stay an average of 102 days. Additional housing assistance programs include rental subsidies, short-term rental assistance, utility help, and affordable housing options to help families find and keep stable homes. Additionally, NVFS operates a Hunger Resource Center, which provides nearly 400 Prince William County families every month with emergency food assistance, nutrition information, and strategies for buying healthy food on a budget.

Immigration Legal Services: NVFS provides the highest quality legal services to immigrants, refugees, and asylum seekers. NVFS coordinates these services with additional resources at the Agency as relevant; for instance, legal clients who have experienced trauma are connected with not only an immigration attorney but also a case manager, mental health therapist, and psychiatrist. In addition to the direct benefits of receiving mental health support, such services also enable clients to have the stability and clarity to provide the foundation for a strong legal case.

Mental Health and Trauma Recovery: NVFS provides culturally competent, language-specific mental health services for all ages in various settings to ensure people from all backgrounds have access to the support they need. Services are provided at NVFS offices and integrated into home, school, and community settings, and include individual, family, and group counseling, as well as mental health treatment and evaluation. These services are tailored to meet the developmental, cultural, language, and relational needs of the client and their family system.

Workforce Development: NVFS offers a variety of programs that provide individuals with the necessary skills, knowledge, and resources to build brighter futures for themselves and their families. By developing community members' workforce skills, NVFS helps increase workforce options available to community members and enhances the economic development capacity of the overall community. Specific programs include Escala, a small business development program that provides multi-lingual technical assistance to low-income entrepreneurs; Training Futures, a nationally recognized workforce development program that provides training to help under- and unemployed adults secure professional careers; and Career Navigation services.

The breadth, depth, and scope of services are sustained by an annual budget of approximately \$44 million. Most of the agency funding comes from federal, state, and local government sources. The additional revenue is generated through a mix of private philanthropy, foundation grants, and earned revenue, enabling NVFS to deliver on its mission of helping individuals and families thrive at every stage of life.

Agency Leadership

Stephanie Berkowitz is President and CEO of NVFS and has more than 25 years of experience working at the agency. Over the past decade, as CEO, she has led NVFS through a period of growth and transformation—expanding services, strengthening financial sustainability, and deepening the agency’s impact across the region.

A forward-thinking leader and innovator, Stephanie is committed to ensuring that individuals and families have access to the services they need, not just to get by, but to truly thrive. Throughout her career, she has designed and advanced creative, community-driven solutions that meet people where they are, building strong partnerships across the public and private sectors to expand opportunity and support. Stephanie’s leadership reflects a deep belief in the power of responsive, integrated services to change lives.

Senior Leadership Team

The senior leadership team is comprised of five executive vice presidents and is organized across five interdependent pillars:

Impact + Innovation	Mission Integration + Strategy	Finance + Administration	Development + Communications	Human Resources
Programs Business Analytics + Modeling Scalable Systems Service Quality + Integrity	Strategic Roadmap Mission Alignment Impact Measurement + Insights Organizational Learning	Financial Stewardship Grant + Contract Compliance Operational Infrastructure IT + Workplace Solutions	Resource Development Storytelling Community Engagement Brand + Voice	People + Culture Talent Development Employee Wellbeing

NVFS is embracing a more integrated, collaborative leadership model to operate as true partners across areas of responsibility, bringing diverse perspectives and shared accountability to strategic decisions. This shift aims to foster a culture of collective leadership, positioning the agency for continued success in a complex, evolving environment.

THE MOMENT

NVFS has a strong history of operating and transforming in a dynamic and often uncertain policy and funding landscape. Today, more than ever before, core services are facing heightened risk by the shifting tides. External factors—including changes in public funding requirements, shifts in SNAP and Medicaid policy, affordability pressures, and demographic trends such as an aging population in shelters—are increasing both the demand for services and the complexity of delivering them.

At this stage in its evolution, NVFS is strengthening its approach to translating its long-standing mission into measurable, forward-looking impact. There is a compelling opportunity to build strategic intelligence that provides a real-time picture of performance, integrating predictive indicators to ensure the sustainability and nimbleness of critical services for the Northern Virginia community.

EXECUTIVE VICE PRESIDENT FOR IMPACT AND INNOVATION

The EVP for Impact and Innovation is a new position and a new kind of leadership role for NVFS. This person will lead the pillar that brings the mission to life through direct community service, while simultaneously building the analytical infrastructure and cross-pillar relationships that enable the agency to grow, learn, and evolve. It is not a traditional program executive. It requires equal fluency in mission-driven human services and business-level thinking—someone with analytical acumen, social welfare values, and grounding. The EVP position offers significant latitude and operates in close partnership with the EVP of Mission Integration and Strategy, who owns the organization's strategic roadmap. The EVP of Impact and Innovation translates that strategy into program-level execution, analytical rigor, and operational excellence.

The EVP reports directly to the President and CEO and is a member of the senior leadership team. They will attend all board meetings and engage substantively with the board on program strategy and organizational direction. Direct reports to the EVP for Impact and Innovation include program vice presidents, each overseeing multiple areas of service and complexity for the agency.

KEY OPPORTUNITIES AND CHALLENGES

Build the Analytical Infrastructure to Drive Impact and Innovation

A defining opportunity for the EVP for Impact and Innovation is to build the analytical backbone that will enable NVFS to scale its impact with clarity and confidence. This need is both structural and deeply felt across the agency, with capacity, knowledge management, and business analytics emerging as important opportunities for growth. Today, the agency has strong program-level insight and is building toward even greater enterprise-wide visibility, including a unified picture of what works best, why it works, and how to replicate or scale it across the organization.

The EVP will have the opportunity to introduce a robust data mindset across the pillar—developing business intelligence, cost modeling, and shared performance frameworks that build on the strong program-level work already underway to create a clear, organization-wide picture of NVFS’s impact. They will also be expected to hire a business analyst to strengthen this capacity. This work is essential not only for internal planning and decision-making but also for unlocking larger-scale, systems-change funding, where the ability to plan ahead and tell a cohesive, data-driven impact story is increasingly critical.

Translate a Bold Vision into Executable Strategy

NVFS brings a strong sense of purpose and a deep commitment to community impact, paired with a desire to do more and reach further. The EVP will play a central role in translating that ambition, ensuring that program direction, resource allocation, and growth decisions are grounded in data, business rigor, and operational clarity. This role works in close partnership with the EVP of Mission Integration and Strategy, who owns the organizational roadmap; the EVP of Impact and Innovation ensures that roadmap comes to life in programs and services.

This includes helping program leaders develop rigorous, executable plans – whether for growth, enhanced design, or sustained delivery – and communicate decisions and priorities with clarity. By embedding analytics into how the pillar plans and executes, the EVP will help create greater organizational alignment around why decisions are made and how priorities are set, strengthening both clarity and confidence across teams.

Lead Through Organizational Change and Evolution

The EVP will step into a moment of intentional transformation to meet increasing complexity in the sector. This transition also comes with a strong human dimension: staff are deeply committed and mission-driven, and they will naturally bring a range of perspectives and reactions to change.

This leader has the opportunity to guide the Impact and Innovation pillar through this evolution with transparency, consistency, and care—building trust, strengthening cohesion across areas, and helping the team operate as a unified whole. At the same time, the EVP will help shape what the pillar becomes over time, recognizing that the current structure is a starting point for continued refinement.

Activate Cross-Pillar Collaboration as a Core Way of Working

A central goal is to deepen cross-pillar collaboration and make it a more consistent, structural way of working. NVFS has built strong program expertise and meaningful partnerships across teams; this role is designed to connect and amplify that work at an enterprise level. This role sits at the intersection of strategy, operations, and service delivery, requiring the EVP to both contribute to and draw from enterprise-wide priorities in ways that strengthen every pillar. The ability to connect program expertise with compelling, data-driven funding strategies will be increasingly important. The EVP has an opportunity to ensure proposals and funding approaches reflect both the realities of program delivery and a broader, organization-wide impact narrative.

This includes building strong feedback loops between program insights and organizational strategy, as well as strengthening coordination across programs so that clients experience NVFS as a unified system of support rather than a set of discreet services.

Establish Strategic Intelligence for the CEO and Board

The EVP will serve as a key strategic partner to the CEO, who values analytically grounded, contextually rich, and forward-looking information to guide decision-making. This is an opportunity to fundamentally elevate how insights are generated and shared—building a proactive, well-framed flow of strategic intelligence that anticipates what leadership needs and enables enterprise-level thinking.

The CEO is an engaged thought partner who relies on substantive, timely information – presented with the right context and strategic framing - to support decision-making, board engagement, and external relationships. EVPs at NVFS are expected to exercise strong judgment and initiative within their pillar, while maintaining robust, proactive information flow with the CEO and across the senior leadership team. The EVP will establish a rhythm of communication that anticipates what leadership needs to know, presents it in ways that are analytically grounded, accessible, and actionable, and enables enterprise-level thinking and decision-making.

QUALIFICATIONS AND CHARACTERISTICS

NVFS recognizes that talented individuals obtain skills through a variety of professional, personal, educational, and volunteer experiences. The qualifications listed below are not meant to be prescriptive or exhaustive, but representative of the types of knowledge, skills, and abilities related to successfully executing this role. No single candidate is likely to have every qualification, but the successful candidate will likely have many of the following:

- Resonance with the mission, values, and legacy of NVFS.
- Meaningful exposure to the issues NVFS works on—workforce development, housing, early care and education, family stability—sufficient to bring genuine mission grounding and contextual understanding. Direct management of a large human services portfolio is not required; proximity to direct service work is.
- Experience using business modeling, cost analysis, or financial planning to inform program design, funding strategy, or organizational growth decisions.
- Demonstrated experience building or redesigning measurement and learning infrastructure in a complex organization—including leading and predictive indicators, not just lagging outcome data.
- A track record of leading organizational change in ways that brought people along—building trust across a team in transition, holding complexity with patience, and moving things forward without bulldozing.

- Experience managing or partnering with program leaders in ways that elevated their work and built their capacity, rather than adding hierarchy or overhead.
- A natural orientation toward proactive, generous communication—someone who keeps colleagues informed not because they were asked, but because they understand what others need to know and why.
- A Master of Business Administration or other relevant advanced degree is preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the search process is complete. The target salary range for this role is \$200,000 - \$210,000. Materials submitted by July 15, 2026, will be assured full consideration. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/northern-virginia-family-services/executive-vice-president-impact-and-innovation>.

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NVFS is an equal opportunity employer, E-Verify participant, and drug-free workplace.

This document has been prepared based on the information provided by Northern Virginia Family Services. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Northern Virginia Family Services would supersede any conflicting information in this document.