



**Search for the President and Chief Executive Officer
Northside Center for Child Development
New York, NY**

THE SEARCH

[Northside Center for Child Development](#) (Northside) is a leading New York City non-profit with a 76-year legacy of providing high-quality, outcomes-driven behavioral, mental health, and educational services to thousands of children and families in Harlem, the Bronx, and Brooklyn. Today, the organization seeks a visionary, strategic, business-oriented, and justice-driven leader to become its next Hilde L. Mosse President and Chief Executive Officer (CEO).

For close to eight decades, Northside's mission has been to provide children and families in their community with the support and resources needed to develop their self-esteem, thrive, and overcome adversity from the ill effects of poverty and racism. Programs and services delivered by Northside include behavioral health, prevention programs, early care and education, special education, enrichment, referrals, and community outreach, and this continuum of services is provided on-site at four locations, partner venues, in-home, and virtually.

Northside was founded in 1946 by Drs. Kenneth and Mamie Phipps Clark, distinguished social psychologists and pioneers in the care of children suffering from the consequences of racial discrimination and economic poverty. The Clark's research was utilized by Supreme Court Justice Thurgood Marshall to secure the 1954 Brown v. Board of Education Supreme Court decision, which legally ended racial segregation in public schools in the United States. Their dedication and commitment to civil rights, racial justice, equal opportunity, and mental health are fundamental to the soul of Northside.

Dr. Thelma Dye will retire after 36 years at Northside and 28 years as CEO. Dr. Dye is a psychologist by training who has led a significant increase in the organization's revenues, expanding and enhancing services and programs and recruiting over 250 dedicated staff. Additionally, a new and beautiful 28,000-square-foot facility is in operation, which will enhance Northside's impact and growth over time.

Northside's board of directors consists of 28 distinguished professionals, business leaders, and philanthropists, primarily based in NYC. The annual budget for the organization is \$25 million. Earned income from federal, state, and city sources is about 85% of Northside's revenue, and contributed income, primarily from affluent individuals and secondarily from foundations and corporations, accounts for the balance of the revenue.

As Northside looks to the future, this CEO will bring an unwavering commitment to empowering disinvested communities and an extraordinary track record of taking an organization to the next level. Specifically, Northside's next leader will partner with a dedicated board and staff and will continue to focus, refine, and implement Northside's mission for maximum institutional impact and sustainability—while simultaneously investing in Northside's people, infrastructure, and organizational culture. This CEO will also work to generate the resources necessary to sustain and expand Northside's impact well into the future. Ultimately, they will lead Northside's next institutional chapter with creativity, decisiveness, determination, and collaboration through the explicit lens of economic, racial, and social justice.

Northside has engaged Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

LEGACY AND HISTORY OF NORTHSIDE

Since its founding in 1946, Northside has operated at the intersection of behavioral health, mental health, and education for underserved children and their families. Its founders, psychologists Drs. Kenneth B. and Mamie Clark had a deep and long-lasting impact on Northside's home community of Harlem, and they established the organization at a time when there was a lack of strength-based clinical services for Black and Hispanic children in New York City. They were psychologists whose Black/White Doll Study was used as evidence in *Brown v. Board of Education*, which declared public school segregation unconstitutional.

While Northside began as the first-ever child guidance center in Harlem, today, it provides services to children at all stages of child development, from expectant parents through high school graduation. Additionally, Northside offers clinical and supportive services to family members, caregivers, and educators as part of the organization's holistic model of care. This continuum of service delivery is provided on-site, at partner locations, home-based, and virtually.

The need for Northside remains as necessary now as in its early years, and the Clarks' legacy continues to inspire Northside's staff and board. Recently, the official CEO title at Northside became known as The Hilde L. Mosse President & Chief Executive Officer, in honor of [Hilde L. Mosse, M.D.](#) a psychiatrist who was thoroughly committed to the mental health and educational needs of Harlem's children, at a time when many others clinicians were not. Dr. Mosse was a colleague of the Clarks, and her nephew serves on the board of Northside.

LEADERSHIP TRANSITION

Following thirty-six extraordinary years of leadership at Northside, including 28 years as CEO, Dr. Thelma Dye will be stepping down. A psychologist by training who rose through the ranks of the organization as Chief Psychologist; Director of Research and Training; Director of the Clinic; and then CEO in 1994, Dr. Dye has had an enormous impact on Northside. Under her leadership, Northside's operating budget has

increased from approximately \$3 M to \$25 M, the number of children and families served has grown significantly, and program offerings have diversified to include the Susan Patricof Early Head Start/Head Start Center in East Harlem, two other Early Head Start/Head Start sites in the Bronx and Brooklyn, and on-site mental health services in over 15 schools.

During Dr. Dye's tenure, Northside also weathered the COVID-19 pandemic and provided agency-wide care and education through virtual and hybrid models. The organization also raised resources to purchase its permanent 28,000-square-foot new home in Harlem, which includes state-of-the-art multifunctional learning and meeting spaces, a reception area, an outdoor terrace, a recreational area, and a library.

THE NORTHSIDE COMMUNITY AND CURRENT PROGRAMS AND SERVICES

Northside Community

Today, Northside's clients are concentrated in Harlem, where its main building is located, but Northside's diverse programming also allows the organization to touch the lives of children and families across all corners of New York City. Notably, the Clinic in Schools program operates in educational institutions across Manhattan and the Bronx.

Participants in Northside's programs and recipients of its services are predominantly Black and Hispanic. Many Northside clients live near the federal poverty level of \$30,000 for a family of four, which creates and exacerbates dangers to children and their families that include elevated rates of academic failure, school dropout, unemployment, juvenile incarceration, abuse and neglect, serious behavioral health issues, teen pregnancy, and out-of-home foster care placement.

Programs and Services

Northside offers a unique blend of the highest-quality behavioral health services, prevention programs, early care and education, and enrichment throughout New York City, with a focus on early childhood and family support. Over the years, Northside has been responsive to the needs expressed by the community and has developed tailored programs and services. Currently, the organization provides comprehensive and innovative services and programs in three distinct areas of emphasis:

- Behavioral/Mental Health Programs – include center-based, home-based, and school-based clinics and other behavioral health programs.
- Educational Programs – includes special needs day school, early childhood education and Head Start programs, after-school and summer programming, intensive tutoring, and college and career prep.
- Recreational Programs – athletic, artistic, and recreational activities.

You can learn more about these programs [here](#).

FINANCES, INCORPORATION, GOVERNANCE, AND STAFF

Finances and Incorporation

Northside's annual operating budget is \$25 million, with total assets of \$31.7M. Earned income from federal, state, and city sources make up 85% of the organization's revenue, and contributed income from individuals, foundations, and corporations comprise the balance. For FY 2024 (July 1-June 30), Northside is projected to have a deficit of \$1.2M, however, it is highly optimistic about the opportunities available to fundraise and grow and diversify programs. Today, Northside is comprised of three incorporated entities: the Northside Center for Child Development, Inc.; the Northside Center for Child Development Day School; and the Northside Center Real Estate, LLC.

Board of Directors

Northside is governed by a 28-member Board of Directors who are highly accomplished business leaders and philanthropists with wide-ranging expertise. Located primarily in NYC, they are drawn to Northside's focus on child development and supporting underserved families. Board officers include two co-chairmen, vice presidents, a treasurer, and a secretary, and together, these leaders comprise the executive committee. The CEO serves as an ex-officio member of the board.

Board committees include finance, nominating, fund development, program, compensation/human resources, compliance, and real estate. Northside board members have varying tenures – some joined in recent years and others have served for decades. Together, they form an influential fundraising network. The board's annual meeting takes place annually in October, with about 4-5 additional meetings per year.

Staff and Senior Leadership

Northside employs a diverse workforce with over 250 employees (many of them full-time) across clinical, educational, operational, and administrative areas. There is one union at Northside, **1199 SEIU**, which includes more than 60 social workers, case managers, educators, and in-home specialists.

Northside's senior leadership team includes the Chief Program Officer, Chief Financial Officer, Deputy Director and Chief Revenue Officer, Director of New and Special Programs, Director of Fund Development and Public Relations, Director of Human Resources, Assistant Director of Facilities and Operations, and IT Consulting Director. Direct reports of the Chief Program Officer include the Assistant Director of Behavioral Services/Clinic, Head Start Director, Director of Education Services, and Director of Special Needs Program.

At the senior leadership level, there are several senior staff members with long tenures at Northside and other members of the team have joined the organization more recently.

OPPORTUNITIES AND CHALLENGES

This new CEO will join Northside at an institutional inflection point in which there are substantial strengths for the new CEO to build on. Among them include Northside's legacy and longevity, passionate staff and a core cadre of dedicated board members, strong mission-based and evidence-based services and programming, a beautiful new facility, and credibility in Harlem and surrounding communities.

Notwithstanding, specific opportunities and challenges include:

Position Northside for its next institutional chapter as a leader in children's mental and behavioral health services and educational programming.

In this next institutional chapter, the CEO will ensure that Northside continues to be a well-regarded provider of high-quality and outcomes-oriented programs and services, that align with the organization's commitment to community needs. The leader will come aboard eager to learn, understand, and address the current and future issues and challenges critical to the agency's growth and will seize upon the opportunity to develop a strategic plan for Northside, which will include a review of all programs and operations. In going through this process, they will use a data-driven approach to decision-making.

Skillfully and proactively steward Northside's public profile and key relationships and partnerships.

Northside's next CEO has an opportunity to become a great broadcaster and amplifier of its offering to the community. This will require promoting the reputational strengths of Northside – in the Harlem community and more broadly – both regionally and nationally. To implement this, more internal resources will be required to strategically communicate to diverse and far-reaching stakeholders.

This CEO will continue to maintain mutually beneficial relationships and partnerships with the local community, other child development and human services leaders, government officials and agencies, funders, and philanthropists. In partnership with the Director of Fund Development and Public Relations, this leader will also oversee a comprehensive external communications strategy to amplify the voices of Northside's community and build awareness of the organization's critical services.

Secure the financial underpinnings of Northside by sustaining, growing, and diversifying its fiscal resources.

In a regulatory and reimbursement environment that routinely and substantially underfunds health and education services, Northside has successfully identified and secured funding from various sources, including philanthropic contributions and private donations from generous board members. For years,

pre-COVID-19, Northside broke even on its budget almost every year. Fortunately, the organization has also always had a strong balance sheet, which has provided liquidity and working capital when operating margins have declined. For FY 2023-2024, Northside is projected to have an operating deficit of \$1.2M yet be cashflow break-even, and this shortfall may, in fact, be eliminated through operational enhancements and/or grant funding coming to the organization.

Looking forward, there remains a significant opportunity for Northside to broaden its donor base beyond the board and its long-standing donors. As a result, this leader must be attuned to development and stewardship practices that span a more diverse range of backgrounds. Under this new CEO's leadership, a major capital campaign will be launched. Additionally, there are opportunities for Northside to expand or augment their home, clinic, and school programs.

This leader will work towards developing a long-term sustainable financial model for Northside, which may include developing new revenue-generating services, increasing the size and volume of current programs, and/or promoting partnerships or acquisitions. This leader will be supported by the Chief Financial Officer, the Chief Revenue Officer, and the Vice President for Development and Public Relations.

Successfully recruit, build, develop, and support a diverse, high-performing team that collaborates, communicates, and effectively manages Northside's programmatic and operational portfolios.

Northside is fortunate to have staff with diverse backgrounds that mirror the demographics of the Harlem community and surrounding areas, and staff dedication to the children and their families across the organization is unparalleled. Yet the work is difficult and demanding, and the human service industry has been plagued with high turnover rates and vacancies at the clinician and teacher level for years. In contrast to the short tenures of some employees, other staff have been with Northside for decades, including some members of the senior leadership team.

With the support of the Director of HR and other leaders at the agency, this CEO will work to recruit, retain, and promote the highest quality of employees at all levels of the organization who can succeed in this increasingly complex and competitive environment through workforce development, career advancement, support for emerging leaders, and competitive compensation and benefit structures. This leader will also work with external legal support to manage the unions and labor agreements.

This CEO will be a seasoned and inspiring people leader who will ensure a shared sense of purpose and will foster a culture of mutual respect for all staff, board, and community. In recent years, Northside staff launched its first Inclusion, Diversity, Equity, and Anti-Racism Committee and Action Plan (IDEA) to begin the work of ensuring that all Northside stakeholders feel seen, valued, and heard. The IDEA work remains in its infancy.

Continue to assess, enhance, and professionalize Northside's complex internal operations.

It is notable to see the growth of Northside over time. Nevertheless, like many evolving organizations, it takes time for the internal infrastructure and operations to adjust, pivot, and/or right-size itself in developing the necessary organizational structures, systems, policies, and workflow, which enable the best possible productivity, efficiency, accountability, and cohesion.

Consequently, this CEO will closely review the current organizational operations and, as needed, will restructure systems, policies, and roles to ensure greater coordination and integration and ensure that Northside meets the requirements of public and private funders. To uphold this level of operational excellence, this leader will bring a quality improvement, customer service, and data-driven mindset and be technologically forward and people-centric.

Refine board governance over time and continue to diversify the board.

The CEO will serve as a trusted partner to the Board, supporting board members, many of whom are long-time members. This leader will engage the board to invest in their passions, talents, and experiences and will ensure that members are closely associated with the clients served in concrete ways. At the same time, this leader will identify and engage new board leadership that represents the next generation of leadership and the diverse communities Northside serves. In the last couple of years, Northside has been proactive in beginning to diversify its board.

This leader will also work to ensure there are ongoing, clear, and transparent lines of communication among the CEO, Board, Executive Committee of the Board, and staff and that strategic goals are successfully moved forward together. There is also an opportunity to work with the board in supporting a culture of equity, diversity, and inclusion at Northside.

THE IDEAL CANDIDATE

Dr. Dye's successor will be a proven and talented institutional leader and manager with the skills, passion, and track record to broaden and deepen Northside's positive and vitally important impact within the communities they serve and perhaps beyond. While no one person will meet all qualifications, the ideal candidates will bring the following professional experiences and personal qualities:

- Brings a deep commitment to supporting underserved children and families and eradicating systemic racism's impact on children's educational and mental health.
- A strategic thinker with a track record of leading and growing the impact of an organization's mission while achieving positive financial results with diverse business lines. Must have an excellent understanding of organizational finances, grants, contracts, and other government funding requirements, obligations, and protocols.

- Experience recruiting, mentoring, and supervising staff and teams, along with a record of fostering a positive work culture. Also brings a commitment to advancing diversity, equity, and inclusion.
- A seasoned fundraiser with an inclination to proactively cultivate and nurture donors.
- An aptitude for engaging with a range of diverse constituents and stakeholders across many different communities and backgrounds.
- Expertise in building a data-driven culture to improve client service, strengthen program quality, monitor institutional performance, and measure community impact.
- An eye towards efficiency and professionalization in building sustainable organizational processes, systems, technology, and excellence.
- Brings humility, adaptability, decisiveness, determination, inspiration, innovation, collaboration, and the ability to balance competing priorities in a changing environment.
- This leader will also bring high standards of personal and professional integrity, excellent listening skills, and an insatiable appetite to learn.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Northside has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications (including resume/CV and a 1–3-page letter of interest responding to the opportunities and challenges outlined above) should be directed to the search team below. Applications will be reviewed as they are submitted.

Northside anticipates an annual salary in the low \$300,000 range for this position, commensurate with experience.

Rebecca Swartz, Tiffany Weber, and Harley Bartles

Isaacson, Miller

[Apply online](#)

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