



LEADERSHIP PROFILE



President
Thornwell
Clinton, SC

“Thornwell serves to prevent child abuse and neglect, to build up and reunite families, and to support healthy communities in the name of Jesus Christ.”

– Thornwell mission statement

THE OPPORTUNITY



This is a time of great opportunity for Thornwell. While the child welfare landscape continues to shift and evolve in approaches to care for children in transition, the number of children and families with a need for help remains critically high. For almost one hundred and fifty years, Thornwell has played a key role in supporting the needs of children and families and providing support and services, led by staff who are grounded in Christian faith. The next President will join an organization where

spirituality drives mission and will see the role as an inspired opportunity to lead and oversee a ministry of service and care.

Called to this unique opportunity to serve children and families and grounded by a genuine commitment to servant leadership, the President will expand Thornwell’s capacity as a community that is a nexus of faith and family-centered solutions. The new leader will continue a tradition of humility, adaptability, visionary leadership, strong business acumen, organizational culture and a creative balance of mission and margin.

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Finding leaders that matter for missions that matter. ®

The President will maintain a consistent focus on building external relationships, broadening fundraising efforts and calibrating the organizational business model, programs and strategy necessary for Thornwell to achieve its goals. The President will work in partnership with the board and staff and channel their talents in service of Thornwell's future.



To reach its aspirations, Thornwell seeks a seasoned executive who is deeply grounded and active in their faith and brings a passion for the organization and its mission that all people and communities would have the support needed to thrive. Mandates for the new President will include:

- Working with the board and staff to realize the vision for Thornwell's future while furthering the organization's reputation for excellence
- Continuing to embed diversity, equity and inclusion in all aspects of the organization's life
- Thoughtfully driving courageous and innovative programs that respond to the needs of children and families while simultaneously balancing the need for Thornwell to be a stable and well-managed nonprofit organization
- Increasing fundraising capacity, organizational awareness and connectedness, and embracing the role as the "face of Thornwell" with enthusiasm

The opportunity for the President is bold and compelling: to lead Thornwell into a new era of expanding proven solutions for children and families.

THE ORGANIZATION

Thornwell, which enjoys a covenant relationship with the Synod of South Atlantic of the Presbyterian Church (USA), is a Christian community offering hope and wholeness to children and families in South Carolina, Georgia and Florida. Founded in 1875, Thornwell is a diverse non-profit ministry committed to the most innovative and effective solutions to heal, strengthen, and empower children and families. Today, Thornwell is a COA (Council on Accreditation) accredited, 501(c)(3) nonprofit that is certified to license foster families; the organization aligns with child welfare agencies to prevent child abuse and neglect, build up and reunite families, and support healthy communities in the name of Jesus Christ.

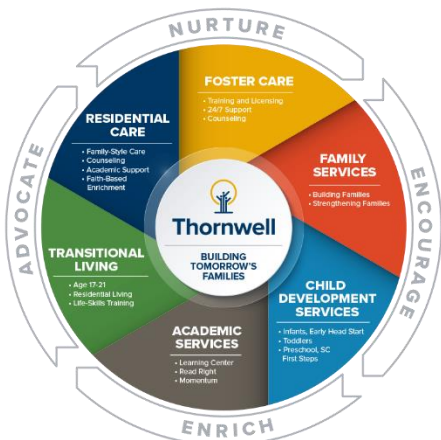
Because of legal and regulatory changes that severely limit South Carolina's Department of Social Services (DSS) ability to place children at any congregate

care/group home like Thornwell, Thornwell's Residential program is transitioning from serving many DSS placements and some private placements, to a model that still accepts appropriate DSS placements (as DSS attempts to make them) while serving primarily private placements. The emphasis of the program is stabilizing and reunifying children in adoptive and relative caregiver homes that are at risk of disruption or dissolution. This programmatic change will also impact Thornwell's funding model moving forward, and the organization and its next President will be charged with finding new ways to support the organization's tradition of excellence in care in the years ahead.

Thornwell's broad range of services on campus and in the community, are all connected and driven by a commitment to evidence-based approaches to care that include the Teaching-Family Model, Trust Based Relational Intervention (TBRI) and other attachment-focused, trauma-informed care strategies. The lives of the children are fully integrated into the activities of the Thornwell campus and the broader community.

The Thornwell Campus, located on 410 acres (70 for Thornwell buildings, programs and a summer camp and 340 that are dedicated to a recently revitalized working farm) in central Clinton, includes residences for children and staff and facilities for education, recreation, Christian worship and education, cultural and social activities, and administration. At present, the campus is currently home to 34 children and young adults (this number is fluid and Thornwell has additional capacity to accommodate growth); middle and high school youth live in cottages with Teaching Parents, and independent living cottages provide a home and support to young adults who are currently enrolled in college or trade school or transitioning to independent living. The majority of Thornwell children and youth matriculate through high school, with many attending college or technical school.

Thornwell has expanded its reach beyond the Clinton campus by establishing Building Families programs in 16 communities across the three-state service region of South Carolina, Florida, and Georgia and providing Foster Care licensing and support in 3 South Carolina regions. Continued expansion in this region is an important priority for the future of Thornwell. Partnering with local churches and other community organizations, trained family specialists provide individual, family, and community activities aimed at improving family relationships and behaviors.



Thornwell's program offerings are broad and comprehensive and provide a spectrum of services for children and families. These programs include:

- [Family-Like Residential Care](#) is a place where young people live in family-like homes that house up to eight children and are guided by Teaching Parents who use TBRI and the Teaching Family Model. Children and teenagers living on the Thornwell campus have access to a full spectrum of services dedicated to their long-term healing

including on-campus therapy, an on-site Charter School, after-school tutoring, recreational activities, a grief and loss group, and spiritual development and recreational activities.

- Thornwell's Clinton, SC-based [transitional living program](#) is designed to help young people ages 17-21 learn independent living skills necessary to balance life's responsibilities. Students in the program receive housing, therapy and emotional support, financial management and budget training, workforce readiness tools, job training, and employment placement services, education readiness, tutoring, and directional support and community-building support.
- [Building Families](#) is Thornwell's in-home therapy program designed to equip, educate, and empower families to strengthen their relationships and live their best lives together. Active for 8 years and led by licensed professionals, Building Families provides customized clinical interventions to diverse family systems in a way that is responsive to their individual needs.
- [Foster care](#). Thornwell is a qualifying partner of the State of South Carolina and provides safe homes for children who have experienced abuse, neglect and trauma. The foster care staff place children who have no relatives to care for them with loving foster families and provide 24/7 support to ensure placement success and stability.
- Thornwell's [Strengthening Families program](#) is a fourteen-week group program held on the Clinton campus, designed to help families strengthen their bond through education, enrichment, and community. Strengthening Families was launched in 2016 and seeks to prevent family crises before they happen or assist in the healing process of families that have endured trauma.
- Thornwell's [Child Development Center](#) includes programs for children from 6 weeks to four years of age that help prepare them to learn in school so they can succeed at life.
- Children who live on campus in Clinton, SC attend local public schools, or the [Charter School](#) (currently serving grades K-9, but with plans to expand through grade 12) located on the Thornwell campus, and those who need academic support come to the Learning Center in the afternoons after school. For a long part of its history, Thornwell operated a school on campus, which was closed within the last 10 years. Now Thornwell charter school occupies the school facilities and serves students from the surrounding community in addition to children who reside at Thornwell with the mission to offer each student a personalized academic plan, an individualized health and wellness program, and a life skills program. [Thornwell's Learning Center](#) has a computer center, a fully stocked library, and 16 to 18 tutors helping the children with homework and challenging subjects.



(click to play video)

- [Read Right](#), a unique reading intervention program, is a critical piece of Thornwell's continuum of care that is changing the lives of children every single day. Read Right's goal is to rewire the neural network in the brain that is used for reading.
- [Momentum Summer Camp](#) is a power-packed day camp for kids ages 5 to 12, located on the Thornwell campus in Clinton, South Carolina. The camp provides an opportunity for children to grow academically during the summer months while also having fun.

After lying dormant for four years, [LushAcres Farm](#), located on 340 acres of Thornwell's Clinton, SC campus, is being reinvented into a vibrant enterprise to support Thornwell's mission to build strong children and families, while enhancing the surrounding communities. Over time, the farm will introduce local agricultural products, opportunities for the community, event space and much more. Current activities and future plans include a Farm store, a corn maze and community days to visit and learn more about the farm.



The organization has a full-time staff of 150 and a current annual budget of \$13.1 million. Revenues are a product of program services (25%), endowment distribution (25%), annual fund (40%) and a combination of other items (10%). The organization has a healthy balance sheet and is financially strong; Thornwell has no debt, an endowment of \$50 million, and plans for a 150th anniversary campaign (2025) that will ideally raise \$20+ million. A three-year strategic planning process was completed in August 2021; this plan will enable Thornwell to advance diversity, equity and inclusion, expand and diversify financial opportunities and calibrate Thornwell's programs to align with current and future realities to provide a holistic continuum of care. For more information about Thornwell and its history, please go to www.thornwell.org.

THE RESPONSIBILITIES

Reporting to the Board of Trustees, the President is charged with oversight and accountability for Thornwell. The President will be an engaged leader who balances representing Thornwell externally with a regular and meaningful presence on campus. The President will ensure a strong organizational culture and advance a vision for the future that embraces Thornwell's values, confronts and successfully adapts to the rapidly changing child welfare landscape and positions the organization to realize its aspirations. More specifically, the President will:

1. **Capably and consistently lead Thornwell with a passion for child welfare and around a core of Christian values.** The President will be a strategic leader with high aspirations, integrity, courage, humility and a record of servant-leadership and mission impact. The new President will be a credible, inspiring and collaborative leader of faith who leads with heart and head and is committed to the organization and the children and families it serves.

- 2. Actively lead Thornwell's fundraising efforts, grow support for programs and be an outgoing and engaging representative for the organization.** The President will be uncommonly good at building relationships, telling the Thornwell story and generating support for the mission. The new leader will grow and diversify the donor base and sources of revenue. The President will bring a proven track record of success in cultivating and securing grants and significant financial support.
- 3. Continue to advance a culture of bold and thoughtful risk taking, creativity and adaptability in service of children and families in the region.** The President will embrace the changing landscape of child welfare and work in tandem with the staff to find effective ways to serve those children and families that require the programmatic and professional expertise that Thornwell's team can provide. With the legislative environment and state and federal funding continuing to lean towards a family support and preventive services, finding creative ways to help support children and families through evidence-based programs and approaches that comply with state and federal mandates will be important for Thornwell's continued sustainability.
- 4. Bring strong financial and business acumen to Thornwell and capably balance mission and margin.** The President will manage the business with a steady hand that combines a working knowledge of laws and regulations relating to 501 (c)(3) organizations, experience with and an acute understanding of financial statements, managing risk, cash flow and planning and executing a P&L. Under the President's leadership, the organization will be recognized as a well-run nonprofit that can responsibly balance the tensions between mission and margin, risk and pragmatism.
- 5. Build on and advance an institutional culture for Thornwell that is collaborative, team-oriented and undergirded by a strong sense of faith.** The President will be driven by a desire for Thornwell to be recognized by staff, board, external constituents, residents and others served by Thornwell's varied ministries and programs for its excellence in delivering programs and services across the Continuum of Care, unique culture, support for diversity, equity and inclusion and supportive and collaborative organizational environment. The President will lead the organization with purpose, commitment and a clear sense of service to the children and families in Thornwell's care and develop a passion for same in the board and staff.

THE CANDIDATE

The ideal candidate is an experienced leader who is comfortable with the role of externally representing the organization. Strong business acumen as well as superlative leadership, communication, interpersonal, fundraising and strategic planning skills are essential. Knowledge and experience working with similarly complex professional organizations grounded in Christian faith will be highly valued.

The President will bring a collaborative spirit, listening and communication skills, energy and enthusiasm and high emotional intelligence.

Attributes being sought in the new President include:

- A strong spiritual core and commitment to reformed Christian values; lived experience as a Presbyterian and knowledge of the Presbyterian Church would be an asset
- A profound calling to serve children and families, and ideally, demonstrated success in the child welfare environment
- Passion for the mission of Thornwell
- A natural capability as a leader and manager
- A strong track record of success in externally representing an organization and being its face in the community
- A genuine excitement about cultivating donor and philanthropic relationships
- Strong business acumen and an appropriate tolerance for risk; significant senior-level executive experience with organizational financial accountability
- Facility in governance, working with nonprofit boards and growing them in tandem with organizational needs and priorities
- Significant experience casting a vision for an organization and the ability to realize that vision
- Experience with revenue generation and a sense of eagerness and creativity in finding ways to ensure the long-term sustainability of Thornwell
- An understanding for the importance of tradition and how to balance it appropriately with progress
- A natural team builder and staff developer who is enthusiastic and committed to helping the Thornwell staff grow
- An open person that inspires trust, invites collaboration and engenders an environment of teamwork and accountability
- The ability to advocate for family and children's issues before the state legislature and proactively engage with state and federal agencies



THE RELATIONSHIPS

The President reports to the Board of Trustees which provides input in setting the President's annual goals, provides advice and counsel during regular meetings and calls, provides annual performance feedback and sets the President's compensation. The President works closely with the executive leadership team in setting organizational goals and ensuring that Thornwell reaches them. Key relationships are outlined below:

Reports to	<ul style="list-style-type: none"> • Thornwell Board of Trustees
Direct Management	<ul style="list-style-type: none"> • Executive Vice President • Vice President for Finance/CFO • Vice President for Mission Advancement • Vice President for Educational Services • Vice President for Programs • Executive Assistant
Has other key relationships including:	<ul style="list-style-type: none"> • The full Thornwell staff • Residents of Thornwell and families in the Thornwell community of programs • South Carolina Department of Social Services • Donors and supporters of Thornwell • Corporate and program partners • The Presbyterian Church (USA) community, churches • Thornwell Board of Trustees • Civic leadership and local and state officials integral to Thornwell's mission and operations

THE LOCATION

Thornwell provides a President's home on campus in Clinton, SC, a city of 8,500 in which Presbyterian College and Laurens County Healthcare System are major employers.

The city of Clinton is part of Laurens County, which offers a small town living environment while the metropolitan areas of Greenville and Columbia are less than an hour away.

Information at www.cityofclintonsc.com



For potential consideration or to suggest a prospect, please email Thornwell@BoardWalkConsulting.com or call Michelle Hall, Diane Westmore or John Sparrow at 404-262-7392.