



The Women's Initiative

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Position: Executive Director, The Women's Initiative (TWI)

Background: The Women's Initiative, based in Charlottesville, Virginia, is a non-profit agency providing trauma-informed, culturally responsive mental health counseling and resilience programs for women who experience financial or other barriers to care. We also offer services designed to meet the unique needs of Black, BIPOC, Latine, and LGBTQ+ communities. We are committed to identifying each woman's needs and strengths, providing compassionate care that maintains the highest standards of excellence in an environment that is welcoming, safe, and supportive.

From its founding in 2007, The Women's Initiative has grown to serve more than 3,700 individuals annually. Services include many paths to healing and resilience—individual and group counseling, education and outreach programs, offerings for mind and body as well as arts and connection. Our financial foundation is strong with a wide-ranging and growing group of loyal donors who are committed to increasing our capacity to meet the community's needs.

TWI has a staff of 26, bolstered by more than a dozen local therapists who support the agency, part-time, with counseling services. The annual budget is approximately \$3M. Learn more about The Women's Initiative at <https://www.thewomensinitiative.org>. Please see the attached PDF containing the TWI Strategic Plan Outline and the Cultural Humility Commitment.

Essential Attributes: Successful candidates will demonstrate strong leadership qualities that engage and motivate staff and board and reinforce our Cultural Humility Commitment and Resilience Model of Care. Candidates must possess exceptional communication skills, both verbal and written, as well as excellent interpersonal skills to work effectively with diverse constituencies. The position requires development expertise, budgeting and financial oversight and strategic planning experience. Strong organizational skills are essential.

The ideal candidate will have a minimum of eight years management experience, with at least five years in non-profit management. Experience leading a team through significant growth while retaining staff and maintaining values and culture is highly desirable. A minimum B.A. or B.S. degree is required and a background in mental health and human services is highly desirable—as a clinician, manager or administrator.

Duties and Responsibilities: The Executive Director will work within the framework of the mission, vision, and values of TWI as well as the Articles of Incorporation and the Bylaws of the agency. The ED shall report to the Board of Directors. Specific duties are as follows:

- 1) Commit to the TWI mission and embrace TWI's Cultural Humility Commitment. The mission of The Women's Initiative is to provide women effective counseling, social support, and education so they can transform challenges into positive change and growth. See attached for the Cultural Humility Commitment.
- 2) Lead the staff and manage the organization. Work closely with the Deputy Director and the leadership team.
- 3) Implement the current multi-year strategic plan and establish annual goals and metrics to assess the agency's progress.
- 4) Lead the fund-raising effort, participating in soliciting major gifts and supervising the work of the Development Director.
- 5) Prepare the annual budget and exercise prudent management of the agency's resources in accordance with the Financial Policies and Procedures.
- 6) Partner with the Clinical Services Director and clinical team to ensure that programmatic needs are addressed and that programs are effective. Use evidence-based metrics/best practices to evaluate client outcomes.
- 7) Build external relationships and serve as an advocate in the community, develop/nurture partnerships with other like-minded non-profit organizations, and engage in issues relevant to the mission of TWI.
- 8) Support the board through dialogue and information; work with the Board Chair to plan and facilitate board meetings, and with committee chairs to plan committee meetings. Aid in the recruitment of board and committee members.
- 9) Recruit, supervise, and evaluate employees annually in accordance with established personnel policies and procedures.
- 10) Follow the highest ethical standards, ensure accountability, and comply with the law while promoting a work culture of collegiality, cooperation, and commitment to excellence.

The Executive Director role is an office-based position in Charlottesville, VA.

Compensation: Compensation for this role includes salary commensurate with experience (range \$115,000 to \$150,000), bonus eligibility, and a competitive benefits package.

To Apply: Interested candidates should submit a resume and cover letter expressing interest in the work of The Women's Initiative and describing key organizational leadership experiences to TWIED@thewomensinitiative.org. Applicants can expect acknowledgement of their submission within three business days. Preference given to applicants submitting materials by 14 March 2025.



STRATEGIC OUTLINE 2024-2026

AFFIRMATION & ASPIRATION



The Women's Initiative's 2024-2026 Strategic Plan builds on our 17-year record of providing women with effective counseling, social support, and education in Charlottesville area communities. This plan defines our aspirations for future growth while affirming the quality of our programs and services and the wellbeing of our staff.

OVERVIEW

We affirm our ongoing impact – providing women with effective mental health care, implementing evidence-based wellness programs, and partnering with organizations to enhance our impact.

We aspire to expand and enhance our services - reaching all people in our community who experience systemic barriers to culturally responsive mental healthcare.

Strategic Goals



The Plan includes strategic goals that will guide our efforts and investments for the next three years.

- 1. Program Impact** Identify new opportunities to expand access to women experiencing financial constraints or other barriers to care. Prioritize responsiveness to Black, Latina*, LGBTQ+, and immigrant and refugee communities.
- 2. Equity and Belonging** Create conditions for clients, staff, and stakeholders to learn, connect, and thrive. Identify and dismantle inequities in our practices and continue to ensure high quality of clinical services and client outcomes.
- 3. Community Connection** Build and connect a community of partners, advocates, volunteers, and donors dedicated to mental health for women and the gender expansive community to enhance our mission and future growth.
- 4. Sustainability and Growth** Expand our exceptional program impact by strengthening our long-term financial sustainability. Invest in the staff to pursue responsive and innovative care and services to build on our impact and standing as a resource in the community.

Community Need



The lack of access to mental healthcare is a nation-wide crisis, exacerbated by the pandemic. The persistent local demand for evidence-based high-quality mental health services continues to be well documented. Most recently, Virginia's Blue Ridge Health District (BRHD) 2022 MAPP2Health listed "mental health including substance abuse" and "health equity and access to care" as two of their four community health priorities. BRHD's focus areas are the result of "Social, political, and economic influences of the past three years - predominantly COVID-19, the recognition of racism as a public health crisis, and the correlation between economic status and health."

OUR GROWTH PLAN

Strategic Development



Our 2024-2026 strategic plan aims to expand our capacity to meet our emerging demands and enhance our capacity for future expansion for the next three to five years.

Our overall goal philanthropic investment in this growth plan is to raise \$10 million over the next 3 years. These investments help us to ensure that we can cultivate and build on the following foundations for growth:

- **Investing in staff development and establishing strong talent pipelines to expand our capacity.**
- **Increasing Sister Circle impact to reach Black communities through innovative programming.**
- **Enhancing Bienestar programming through Latinx community partnerships.**
- **Building the LGBTQ+ program to provide intersectional affirming care.**
- **Increasing our physical space to serve more clients and communities.**
- **Modernizing technology to strengthen telehealth opportunities and hybrid operations.**

The Women's Initiative

Cultural Humility Commitment

CULTURAL HUMILITY COMMITMENT

Cultural humility works to address the assumptions, values and biases that lead to health disparities and inequality. The Women's Initiative commits to a cultural humility approach throughout our organization in order to foster diversity, equity, and inclusion, with a specific focus on antiracism efforts. Our goal is that this commitment supports us in building authentic and healing relationships across difference with our clients, the communities we serve, and our colleagues *in order to fully realize our mission, vision, and values*. We specifically envision that this approach will improve health access and outcomes, thereby reducing health disparities.

Background

Founding Mission

The Women's Initiative was founded in 2007 with the mission to *provide women with effective counseling, social support and education so they can transform life challenges into positive change and growth*. Recognizing the disparate impact of violence, trauma and gender-based societal roles on mental health, we created programs and services to support women's healing and recovery. In doing so, we proactively addressed barriers to care, such as cost and accessibility and created a safe and welcoming mental health care organization that recognizes the inherent strength of each client.

Trauma-Informed Care

From our inception we have embodied the trauma-informed care approach, realizing the widespread impact of trauma and understanding potential paths for recovery; recognizing the signs and symptoms of trauma in clients, families, staff, and others involved with the system; responding by fully integrating knowledge about trauma into policies, procedures, and practices; and seeking to actively resist re-traumatization. Approximately 90% of our clients are survivors of trauma. And while sexual and physical violence against women are the most prevalent, we also treat many women who experience culturally based trauma, such as daily experiences of racism, homophobia and poverty or traumas related to immigration and acculturation. Therefore, we recognize that one of the most important components of trauma-informed care is the

importance of addressing the intersectionality of identity and the various ways that people are harmed in order to create services that can support healing and resilience. In other words, there can be no trauma-informed care without “culturally informed care.”

Cultural Humility

The cultural humility approach was established in 1998 by Melanie Tervalon, MD, MPH and Jann Murray-Garcia, MD, MPH as a way to reduce health disparities and institutional inequities in the field of medicine. The philosophy is now widely recognized as an effective tool for addressing inequality throughout the health care system and beyond. As it applies to our work, we define cultural humility as an ongoing process of:

1. Cultivating critical self-reflection and learning about our own beliefs and cultural identities in order to understand underlying assumptions, biases and values.
2. Recognizing and mitigating power imbalances, including between therapist and client; service provider and community; board member and staff; and supervisor and supervisee.
3. Holding ourselves accountable to this work at the institutional level.

Diversity, Equity, and Inclusion

Embedded in our cultural humility approach are the organizational goals related to diversity, equity and inclusion, which we define* for the purposes of our work as:

- **Diversity:** The presence of a variety of social and cultural identities and beliefs among our staff, Board, volunteers, community partners, and clients.
- **Equity:** The presence of justice and fairness across those differences with regard to the procedures, processes and distribution of resources (time, expertise, money) in our organization.
- **Inclusion:** The full engagement of individuals sharing power at all levels of our organization. Inclusion supports a diverse workforce, and is an intentional demonstration that counters the historical exclusion of underrepresented communities.

**Definitions adapted from the Michigan Nonprofit Association [Diversity, Inclusion and Equity Toolkit](#).*

Antiracism

Our cultural humility approach encompasses self-critique and learning across all aspects of cultural identity and belief. At the same time, we wish to highlight the uniqueness of racial identity and the uniquely urgent need to move toward racial equity. The 400-year

history of oppression and injustice against African Americans in our country—and particularly in Charlottesville—reverberates in current disparities for all people of color. The gravity and depth of this issue necessitates a specific commitment to antiracism. As it applies to our work, we define antiracism as the practice of identifying, challenging, and changing the values, structures and behaviors that perpetuate systemic racism at our organization and in our community.

Vision and Values Statements

Our Vision and Values Statements embody the trauma-informed approach, our commitment to cultural humility, and our goal of reducing mental health disparities:

Vision

All women in our community will have access to innovative, effective, evidence-based mental health care.

Values

We believe every woman has a capacity for healing that, once supported, results in better mental and physical health for her, her family and our community. We believe it is critical to address each woman's unique emotional, physical, spiritual and cultural needs and strengths. We are committed to providing compassionate care that maintains the highest standard of excellence in an environment that is welcoming, safe and supportive.

Note About Terms

Throughout this document we use the term “women” and “clients” interchangeably to describe those receiving our services, due to the fact that our model of care was founded with the goal of providing a safe space for women to heal. As we have grown, we have recognized the impact of gender-based health disparities more broadly and have therefore embraced the opportunity to serve more transgender and gender-nonconforming individuals. We also provide care to men in select programs, such as our partnership with the Charlottesville Free Clinic. We recognize the need to address this discrepancy between who we are serving and the way we describe our services, values and commitments, which is a component of our current strategic planning process.