



Executive Director Position Profile



August 2020



COA Youth & Family Centers

Serving Children • Strengthening Families • Building Community

Organizational Overview

COA Youth & Family Centers (COA) helps Milwaukee children, teens, and families reach their greatest potential through a continuum of educational, recreational, and social work programs offered through its urban community centers and rural camp facility. As a multicultural agency, COA values diversity and promotes positive social interaction. COA programs are intended to help children and families build new traditions of achievement and success. The Children's Outing Association was founded in 1906 by a dynamic group of Jewish women who sought to provide families in poverty the means to achieve self-sufficiency and raise healthy productive, successful children. Following the framework of Jane Addams' Hull House in Chicago, these women established Milwaukee's first Settlement House and through this holistic model of community service they provided an array of resources for families. Over the last century, COA has continued to evolve this continuum of services and today serves over 10,000 children and families through comprehensive, family-centered early child, youth, and community development programs.

COA's mission and family-centered philosophy reflect its understanding of the multi-faceted nature of the challenges faced by low-income children and families it serves. COA is driven by the knowledge that parents' ability to support and directly engage in their child's learning and development is vital to the impact of programming. Family is at the center of each of our three core focus areas: Early Child Development, Youth Development and Community Development.

To learn more, please visit: <https://www.coa-yfc.org>.

STRATEGIC VISION

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Position Overview

This leadership position necessitates a relationship driven professional who seamlessly interfaces with the diverse constituents COA interacts with. This includes government entities, funder partners, community stakeholders and more. COA's Executive Director is a collaborative leader who develops and oversees all program activities and operations in the agency in accordance with its stated purpose and mission and within the general policies as formulated by the Board of Directors. She or he is to provide leadership, direction, and coordination in all activities that will provide information on changing community needs. In turn, the Executive Director will modify agency programs, services and/or policies accordingly in such a manner to insure maximum benefits to the constituents and community.

Within the limits of the agency's program, policies, procedures and budget, the Executive Director is responsible for and has authority to perform overall administrative duties. The Executive Director leads in a manner which insures full integration of the contributions and feedback of the board, staff, volunteers, and greater community. The Executive Director is directly accountable to the Board of Directors as well as to a broad variety of stakeholders and serves as an ex-officio non-voting member of all Board committees.

The Executive Director develops and recommends specific goals and proposals for the development, expansion, or significant modification of agency programs or services. The Executive Director acts as an advisor to the board of directors, keeping it informed of the agency's operation so that it has adequate information for carrying out its policy making responsibilities. Additionally, the executive director is to provide opportunities for members of the board of directors to make maximum contribution to the agency programs and services.

The Executive Director is to provide a setting and environment for creative work of staff, students, volunteers, and the Board. Most importantly, she or he must demonstrate a passion for making a positive difference to the challenged lives of the youth and families COA serves.

Primary Duties and Responsibilities

A. Leadership and Oversight

- Oversee COA's programs, services, and operations ensuring that they each have the maximum positive impact on the children, teens and families served by COA.
- Participate with the Board of Directors in developing, updating, and reviewing a strategic plan to guide COA.
- Identify, assess, and inform the Board of Directors of internal and external issues that impact COA.
- Engage in the over-arching community with a focus on raising COA's profile and increasing the donor/sponsor/supporter pipeline.
- Manage and lead by example, the culture, vision, and values of COA.



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B. Community Relations and Resource Development

- Assure that COA programs and services are consistently presented in a strong, positive image; and communicate with stakeholders to keep them informed of the work.
- Cultivate current and potential funding sources and oversee fund development plans to increase the resources of COA.
- Establish an annual fund development plan that meets or exceeds annual budget expectations.
- Manage the development, implementation, and tracking of all fundraising efforts including grants, special events, annual giving, planned gifts, etc.
- Cultivate and solicit potential individual major donors, through COA's development efforts and personally.

C. Operational Planning and Implementation

- Develop a strategic plan with staff, which incorporates goals and objectives that work toward the overall vision of COA.
- Oversee the planning, implementation, and evaluation of COA's programs and services.
- Ensure that the operations at COA meets the expectations of the children and families served, the Board and the funders.
- Create efficiencies and address on-going needs of the organization; work with staff to make changes and/or adjustments.

D. Staff Development

- Support staff to ensure efficient and effective operation of COA; Coach, train, and mentor staff as appropriate to develop team and/or improve performance.
- Continue a climate that fosters trust, mutual respect, and open communication.
- Set and maintain a culture centered on the principles of diversity, equity and inclusion across all program and service areas; Establish a positive, healthy, and safe work environment where staff can grow.

E. Financial Planning and Management

- Collaborate with staff and the Board to prepare a comprehensive budget.
- Provide the Board with comprehensive, regular reports on the revenues and expenditures of COA.
- Lead and oversee the complex fiscal operations, long-range financial planning, resource allocation strategy, budget development / monitoring and report to the Board regularly on the organization's financial performance in relation to the annual budget.





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Minimum Qualifications

- Bachelor's Degree is required. Master's or other advanced degree is preferred.
- Five or more years of successful management experience at senior leadership level.
- Excellent verbal and written communication skills.
- Ability to prioritize, plan and manage multiple projects concurrently.
- Demonstrated skills and experience in fund development, board development, operational planning, and human resource management.
- Proven ability to develop and maintain meaningful relationships with internal and external diverse and key stakeholders.



Instructions for Applicants

For full consideration, please email all items below, combined into one document, to COA@leadingtransitions.com no later than **5:00 p.m. CT on September 18, 2020:

1. A **letter describing your qualifications** for this Executive Director position, including: **your specific interest in COA Youth & Family Centers' mission, your management & supervisory experience, and a description of your salary parameters**; addressed to:

*Mindy Lubar Price, President & CEO
Leading Transitions LLC
1345 North Jefferson St., Suite 350
Milwaukee, WI 53202*

2. A **detailed and updated resume**; and

3. The names of, your relationship to, and contact information for, **three professional references**.

Please note:

- References will not be contacted until a candidate has been notified.
- Background checks will subsequently be performed, with candidate permission.
- All inquiries and interactions with potential candidates are kept in strict confidence.

Leading Transitions is committed to the future vitality of nonprofit and community-centered organizations. The practice has been refined to provide the flexibility necessary to adapt to the intricacies and dynamics of any organization.

To learn more about what our firm has to offer, please visit:

<http://leadingtransitions.com/>