



NORRIS
100 Years Of Caring

Executive Director Position Profile

September 2021

About Norris and Who We Serve

The vision of the Norris Adolescent Center (Norris) is to be recognized as a premier, multi-service provider of services and education for youth who are at risk. The youth will learn and retain core living skills based on our commitment to a leading-edge approach to youth care services. Norris supports its operations through strategic resource management, strong collaborations with consumers, their families and providers, and investment in continuous staff development. Norris is an advocate for youth who are at risk, their families, and quality youth care services in Wisconsin. The mission of Norris is to strengthen youth and families by providing a circle of care, a continuum of education, support, and treatment. Norris' Group Care Programs provide treatment, educational, and therapeutic recreational services to youth ages 8 through 18 and their families. The programs provide a safe, structured, and intensive treatment environment where youth and families can focus on building the skills and resilience to assist youth with the transition back into the community.

Located in the rural community of Mukwonago and in West Bend, services address any combination of needs. Programming addresses issues associated with mental health and emotional behavioral disorders, problematic sexualized behaviors, substance abuse, and trauma, including physical, sexual, emotional abuse or neglect. Youth may be involved in the child welfare or juvenile justice system. The Norris Residential Program (River's Edge Campus in Mukwonago, WI) provides evaluation, treatment, education, and therapy services for youth and their families. Programming is centered in creating new and innovative approaches, steeped in best practices, and committed to highly individualized treatment. Youth are referred through the County in which they reside, as part of a pre- or post-dispositional order due to being adjudicated either as a delinquent or a Child In Need of Protection. Additionally, our River Bend Campus, located in West Bend, WI, is our Washington County cooperative facility that provides Short Term Residential, Day Programming and Shelter Care Services. Treatment and interventions here are focused on mental health needs; social and emotional support; trauma informed care; and physically abused youth ages 12-17.

The Beyond Fostering Therapeutic Foster Care (TFC) program is based upon the philosophy that positive, lifelong impact occurs when foster parents provide care for the child in their home and focus on creating relationships with the children's family. Children referred to the TFC program generally have complex trauma histories including abuse and neglect. Children served are between the ages of 0-21.

Norris programming promotes healing and stability through trauma-informed interventions that are strength based, solution focused, family friendly and culturally sensitive while supporting both community and family reintegration. Daniel "Niel" Wells Norris founded the Norris Farm and Camp for Boys on October 25, 1917, when he purchased the first of several farms that would result in a farm complex of over 900 acres in the Mukwonago Area, committing himself to the betterment of youth in need. Norris is currently licensed to serve 55 youth in our residential program, and when at capacity employs 120+ staff. The annual budget is approximately \$6.2 M. The Norris Foundation has a robust endowment to support this important work.

Opportunity Overview

Norris is looking for an Executive Director (ED) to oversee all operations, functions, and activities. They will be the face of the organization, responsible for giving strategic direction and implementing the mission. The ED will possess the ability to lead and motivate. They will also have great communication skills and take a holistic approach in managing the organization's operations. They will support innovative services and practices to enhance the impact on the boys and families served. The new ED will spend every day knowing they had a positive impact on the lives of others by leading a team that strives to provide the best quality care to youth and families by making meaningful connections and providing a safe space for individuals to heal. The ED will engage those served, their colleagues and the community with respect, compassion, and acceptance.

Under the direction of the Norris, Inc. Board of Directors, the Executive Director is the key staff leader of Norris, Inc. and is responsible for the overall success of the organization. The ED is responsible for overseeing the mission, financial health, administrative functions, programs, and expansion opportunities of Norris as well as developing and executing the strategic plan. The Executive Director is responsible for an organizational culture that values professional training and development. They will demonstrate innovative and adaptable problem-solving abilities while managing through a challenging, complex, and ever-changing external child welfare and healthcare environment.

The ED will maintain a deep knowledge of the field and how to adapt to the evolving needs of children, families, and the entire community. All efforts of the ED will promote Norris' mission and philosophy for providing services utilizing a trauma informed care approach. The Executive Director is the public face of Norris Adolescent Center and thereby provides leadership in advocacy, public policy, business development, fundraising, grant opportunities, and community involvement activities.

Norris is a connection that gives children and families the safety to tell and understand their story, the impact it has and gives them hope that the possibilities for the future are endless.



To learn more, please visit: <https://www.norriscenter.org/>.

Strengthen youth and families by providing a circle of care, a continuum of education, support, and treatment availability.

Primary Duties and Responsibilities

Executive Leadership

- Understands and articulates the Norris mission, values and vision that works to promote safety, permanency, and well-being for youth.
- Delegates in a thoughtful and deliberate manner to meet the needs of Norris and to assist in the development of leadership and teamwork skills.
- Provides direction and leadership to Norris by responding to changing trends in regulatory, statutory, and best practices by progressive and innovative programs and services.
- Advocates and participates at the Regional, State, and National levels, where appropriate.
- Actively engages in professional and personal development which includes self-care and establishing healthy and safe boundaries with youth and employees.
- Cultivates and develops inclusive and equitable working relationships with youth, staff, volunteers, stakeholders, and community members.
- Works closely with Norris Academy by supporting an educational program that focuses on individual student-centered learning, credit recovery, personal growth, & academic achievement.

Organizational Oversight

- Continually works toward improving the overall performance of Norris, both programmatically and operationally, by identifying innovative, responsive solutions.
- Actively contributes to the development of Norris' short-term and long-term strategic plans by anticipating the future, articulating direction, and unifying efforts based on Norris' overall goals.
- Ensures a process for continuous assessment and analysis of identified outcomes and creates new outcome measures aligned with contracts, national trends, and Norris' strategic plan as needed.
- Oversees coordinated effort to ensure compliance with all licensing requirements, laws, other regulations, and accreditation standards applicable to Norris.
- Ensures the appropriate execution of all evidence-based and trauma informed care practices as well as Norris' policies and procedures.

Board of Director Relations

- Leads Norris in a manner that supports, and guides Norris' mission as defined by the Board.
- Communicates effectively with the Board and provides information necessary for the Board to function properly and to make informed strategic decisions.
- Informs and educates the Board of developments in human services, not-for-profit management and governance, philanthropy, and fund development.

Financial Performance and Resource Development

- Develops resources sufficient to ensure the financial health of Norris and enhance its mission.
- Manages the fiscal integrity of Norris, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial health of Norris.
- Responsible for fiscal management that operates within the approved budget, ensures maximum resource utilization, and maintenance of Norris in a positive financial position.
- Enhances Norris' image and brand by being active and visible in the community, on social media/website and by working closely with local and state committees, as well as various other professional, civic, and private organizations.

Strengthen youth and families by providing a circle of care, a continuum of education, support, and treatment availability.

Executive Director Qualifications

- Been an advocate for the best outcomes for children and families.
- Experience working with people from diverse racial, ethnic, and socioeconomic backgrounds.
- Strong analytical skills and experience interpreting a strategic vision into an operational model.
- Effective written, verbal, analytical, organizational, and interpersonal skills.
- At least 5 years of leadership and senior management experience.
- Demonstrated commitment to the core principles of diversity, equity, and inclusion.
- Experience working with, or on, a nonprofit Board of Directors preferred.
- Non-profit management or fund development experience and/ or certificate or training a plus.
- Undergraduate degree required. Post graduate degree preferred.

Commitments from Norris

Norris is an equal opportunity employer. All employment decisions are made without regard to race, religious creed, color, age, sex, national origin, ancestry, citizenship status, religion, marital status, disability, military service or veteran status, genetic information or other classification protected by applicable federal, state, and local laws and ordinances.

Norris provides comprehensive training, support and a competitive salary and benefits package. We believe that taking care of our team is as important as taking care of the youth and families we serve. The campus allows Norris staff to engage in frequent self-care and wellness practices.

Instructions for Applicants

Please email all items below, combined into one document, to Norris@leadingtransitions.com no later than **5:00 p.m. CT on October 14, 2021**:

1. Please submit a letter **describing your qualifications** for this Executive Director position, and a **description of your salary parameters**; addressed to: Mindy Lubar Price, 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 the contact information for, **three professional references**.

Please note: References will not be contacted until a candidate has been notified; All offers of employment are contingent upon clear results of thorough background checks; All inquiries and interactions with potential candidates are kept in strict confidence.

Leading Transitions is committed to the future vitality of nonprofit, philanthropic and community-centered organizations, and leaders. The firm's inclusive and adaptable practices provide the flexibility necessary to adapt to the intricacies and dynamics of any organization or community.