



CHANDLER GROUP

EXECUTIVE SEARCH

POSITION PROFILE



AMHERST H.
WILDER
FOUNDATION

*On behalf of our client, Amherst H. Wilder Foundation
Chandler Group Executive Search is conducting a search for a*

Vice President of Programs

CONTACT INFORMATION

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MISSION

The Mission of the Amherst H. Wilder Foundation is to promote the social welfare of persons resident or located in the greater Saint Paul metropolitan area by all appropriate means, including:

- Relief of the poor
- Care of the sick and aged
- Care and nurture of children
- Aid of the disadvantaged and otherwise needy
- Promotion of physical and mental health
- Support of rehabilitation and corrections
- Provision of needed housing and social services

And, in general, the conservation of human resources by the provision of human services responsive to the welfare needs of the community, all without regard to, or discrimination on account of, nationality, sex, color, religious scruples or prejudices.

THE ORGANIZATION

For over 100 years, the Wilder Foundation has remained true to the mission of promoting the social welfare of poor, sick and needy individuals in the greater Saint Paul metropolitan area by all appropriate means. The vast array of programs and services touch the lives of tens of thousands of people in areas of physical and mental health, care and nurture of children, leadership development, education and support for the elderly and overall relief of the poor. The hopes and dreams of the Wilder family members as written in the wills still speak loudly today serving as the beacon for current efforts and guiding the Board's strategic planning. As times change and as the St. Paul community evolves, the specific vehicles for help will also evolve. At the core, however, is the unchanging commitment to be responsive, innovative, and effective in all that Wilder does.

Perhaps most central to the Wilder Foundation's fabric and identity is and will be the array of programs and services in place to aid those in need. Given the insidious financial constraints that threaten nonprofits and the demographic changes in the population, perhaps the most significant strategic issue facing Wilder is the choice of program diversity and service focus. Today there are three or four major and distinct facets of the organization that serve hugely varied populations and needs. Inevitably, there are constant pressures to re-examine these services and to courageously make tough decisions about entry and exit to old, new and emerging human service areas. The leaders of Wilder must continually ask where the agency can have the most unique impact and adapt accordingly. Additionally, there is a desire to continually search for the

next transformational improvement in care for the needy (paralleling the huge impact made by the Wilder Baths of the previous century). This constant vigilance and need for change requires devotion to the mission and stamina. There is no room for static programs or complacent leadership, especially during difficult current economic and social times.

In July 2009 the Board adopted a revised endowment spending model recommended by the Investment Committee and approved the Human Resource Committee's recommendations regarding a pension freeze, current pension reserve adjustment and retirement plan change in August. Once financial targets were clear, the Board considered alternative timelines for implementing program reductions to meet the targets. Aiming to balance the needs of current and future clients, the Board directed that the endowment corpus return to the "always match inflation growth" standard by the year 2020. The Board also directed that the reduction in endowment spending be implemented over two fiscal years: FY2011 and FY2012. In September 2009 the Board of Directors approved the Foundation's revised strategic direction.

As Wilder transitions its programs and services to align with the strategic direction adopted by the Board of Directors, leadership and organizational culture are critical for the future. The face of St. Paul, the community demographics and the evolution of Wilder's employee base require laser-focused attention on recruitment, retention and development of leadership talent for the future. Leadership skills, talents, and abilities that have been facilitative of success in the past may not mirror exactly what is needed going forward. Diversity in leadership (cultural diversity, vocational diversity, experiential diversity) seems to be warranted as an emerging focus for Wilder. It is also reasonable and appropriate to expect that the organizational culture adapt and transform as community needs change, executive leadership transitions, and economic constraints intensify. Creating nimble, efficient infrastructures and service delivery systems are paramount to meeting the ever-increasing pressure to do "more with less." By maximizing the resources invested in services and programs and making sound choices at every turn, Wilder will continue to be exemplified as "state of the art" in human service delivery.

The Foundation begins fiscal year 2011 with a total operating budget of \$33.6 million, with plans to serve more than 4,000 clients in the East Metro area. To accomplish its mission Wilder continues to be committed to being responsive, innovation and effective. This commitment will be met as the Foundation is:

- listening, communicating and engaging respectfully
- honoring diverse perspectives and cultures
- behaving ethically, compassionately and responsibly
- taking action to create positive change

Wilder's Strategic Focus

Going forward, the organization believes that its mission can be best accomplished by:

Serving children and their families through comprehensive, community-based approaches that focus on:

- Ensuring that every child enters school ready to learn and graduates ready to contribute
- Providing, creating, and increasing access to community mental health services
- Assisting new immigrants and refugees to be productive and contributing community members
- Developing new community-based services to help highly troubled children
- Assisting families and children with housing support services

Serving and valuing low-income older adults living in the community and addresses the need to develop, support and provide alternatives to institutionalized care by:

- Providing coordinated health and social services that allow older adults to effectively manage their health care and attain the highest possible quality of life
- Seeking to fully engage older adults in community life through collaborations with community art, academic and cultural resources
- Providing family and community caregivers the effective tools, information and respite they need to become and remain high quality care providers to the rapidly growing population of seniors experiencing memory loss and dementia

Capitalizing on the Foundation's ability to combine research, leadership development, internal expertise and convening to assist individuals and organizations in crafting and implementing workable solutions to address important community needs.

Wilder values community engagement and contributes to addressing vital social issues by:

- Continuing to educate, convene and inform policy makers and funders through initiatives such as Twin Cities Compass
- Focusing attention on needs of the vulnerable, and improve the system of serving the vulnerable, through initiatives such the Homeless Study and Homeless Information System
- Improving the skills of community and nonprofit leaders, so their efforts will have maximum impact, through initiatives such as the James P. Shannon Leadership Institute and the Youth Leadership Initiative

For additional information, please see the website: www.wilder.org

THE POSITION

Reporting to the President, the Vice President of Programs will play a major role in the future of the Wilder Foundation and in growing programs in targeted key areas. He/she will lead Wilders' largest work group with a staff totaling approximately 200 FTEs. He/she will develop and oversee programs designed to meet the needs of the vulnerable in the East Metro area and will be responsible for direct service delivery to approximately 3,200 children, families, and aging clients, with thousands of service episodes. This executive will oversee an operating budget of more than \$21 million.

The Vice President of Programs will serve as a member of the senior leadership team. Other team members include the Vice President of Finance and Administration; the Director of Community Services for the Aging; the Director of Wilder Center for Communities; the Executive Director of Wilder Research; the Director of the Office of Resource Development; the Director of Communications and the Executive Office Administrative Services Manager.

Primary roles to be played by the Vice President of Programs include:

Strategist – Develop the Vision and Strategy for Services to the St. Paul and East Metro community in defined program areas, including children and family services, and services for the aging, from a total business perspective

- Creates and communicates a clear vision and provides a compelling sense of direction for program services
- Serves as a key member of the Foundation's strategic leadership team, working with the President, the Board and other senior leaders on Foundation-wide strategic development initiatives and infrastructure
- Engages others inside and outside the organization to develop and support the vision and strategy for Foundation services
- Participates in the development and implementation of the strategic plan, aligning program practices with strategic priorities, and identifying new business opportunities
- Articulates and demonstrates the Foundation's values and leads courageously during times of challenge or change
- Provides the oversight and leadership necessary to ensure services and programs are effective, efficient, relevant and sustainable
- Astute about the internal and external forces that influence Wilder programs' future and ability to be a sustainable force for change and can see beyond the boundaries of the organization and understand the complexity of human services in the community

- Dreams big about the role that Wilder programs can play with its communities and stakeholders
- Recognizes how Wilder fits in the fabric of social services in the community and stays true to the intent of the wills

External Influencer - Provides leadership to improve service effectiveness and program accessibility

- Partners with key stakeholders in the diverse community and collaborates with other service providers to influence strategic focus, public policy, and improve the effectiveness and accessibility of Foundation services
- Builds a network of relationships with key policy makers and community leaders who can affect allocation of resources
- Creates a compelling case for donors, philanthropists, foundations and other funders to make Wilder a priority
- Leads the development and implementation of a cultural competency and diversity action plan within Wilder programs, and is deliberate in expanding programs to address changing demographics and needs of the community
- Monitors outcomes and effectively uses program evaluation research and data in planning and decision making
- Embraces the challenge of keeping Wilder programs relevant and at the forefront of shaping the dialogue about what the community needs
- Understands and champions the importance of volunteers in strengthening the work of Wilder programs and in building bridges to the community's understanding and appreciation of Wilder's impact
- Proactively considers the strategic use of volunteers in program development planning stages

Manager - Execution and Operation of Wilder Programs with a focus on quality, effectiveness and client satisfaction

- Oversees the development of an operational framework for Foundation programs that is integrated with Foundation operations and considers use of financial and human resources, business processes, quality and continuity of service
- Understands and has a good working knowledge of public policy, laws, regulatory and licensing requirements and funding issues that affect the business lines

- Develops systems that guarantee high levels of accountability in a complex regulatory environment
- Creates alignment across all programs and collaborates with Foundation leadership to create alignment throughout the organization
- Builds and fosters a functional, cohesive team and aligns program leadership to ensure inclusivity and innovation
- Promotes internal and external teaming efforts and supports cross-service program development and training
- Sets high service standards and holds staff accountable for delivering quality outcomes
- Encourages new ideas and experimentation in service delivery
- Ability to effectively involve staff, partners and stakeholders in key decisions, strategic and creative use of human and financial resources, fundamental understanding and efficient use of available resources, including technology
- Effectively involves staff, partners and stakeholders in decision making, and leads the development of plans and strategies to ensure that Foundation services are able to achieve goals and objectives
- Develops and manages an overall financial plan and operating budget for Wilder programs that provides stability, flexibility and ensures the optimum service outcomes
- Builds productive relationships inside and outside that are needed to attract financial and political support
- Secures funding from public and private donors to support program operations and business plans
- Works with VP of Finance and Administration and Program Directors to develop financial models that will control costs and maximize revenues and ensures strategic use of endowment among Wilder programs
- Works with the President and other senior leaders to provide guidance and direction to Foundation-wide endowment and fundraising strategies
- Has and uses a good working knowledge of the major financing systems that support the business

Developer - Recruits, retains and develops the talent to lead Wilder programs

- Promotes and develops a workplace culture that attracts smart, knowledgeable staff and ensures they feel they can make a difference in Wilder programs

- Develop and maintain a diverse workforce. Manage in ways that maximize the potential of all workers by assuring sensitive and respectful treatment by and toward all employees
- Develop the cultural competence of all employees and create and maintain a work climate which is inclusive and bias free
- Ensure that services are delivered with cultural sensitivity and competence
- Communicates clear expectations, empowers staff to make decisions, builds confidence and encourages leadership at all levels
- Values employees, supports staff development and creates opportunities for them to contribute their talents and achieve their full potential
- Provides and receives effective performance feedback in order to assist self and others in achieving goals
- Understands the ingredients of culture and how to knit the programs together
- Works to create alignment across all programs and collaborates with other Wilder leadership to create alignment throughout the organization
- Aligns the programs leadership team to ensure inclusivity and innovation
- Provides leadership, vision and motivation during times of change and challenge

THE IDEAL CANDIDATE

The ideal candidate will have at least 10 years of senior level leadership in a multi-faceted health or human services organization with specific program development and evaluation experience. The candidate will possess strong administrative skills, including seasoned financial management and resource development experience. He/she will have advanced technical knowledge and understanding of best practices in at least 3 to 4 of Wilder's core service areas – children's mental health, adult mental health, services to immigrants/refugees, aging services, child development, family supportive housing and school success. There must be demonstrated experience in managing the delivery of culturally competent services to a widely diverse range of disadvantaged clients.

A Masters degree in Health, Human Services or related field required.

Additionally, it is critical that the ideal candidate have:

- Strong business acumen, strategic thinker with administrative and management depth
- Advanced knowledge of healthcare and human services
- Advanced understanding of healthcare financing, delivery systems and operations
- Experience with health care regulatory requirements/complex regulatory environments
- Experience in negotiating funding for services and contracts
- Strong understanding of public policy and finance
- Skills in service effectiveness and program evaluation
- Fundraising knowledge and experience
- Experience in leading change initiatives
- Knowledge of St. Paul community preferred

Wilder Foundation embraces the culture where all employees come to work each day with an attitude and determination to make a difference in their community. The core leadership competencies that support this culture are:

- Mission Driven: Leads with Integrity
- Leads Courageously
- Promotes Innovation
- Promotes and Builds Collaboration
- Values and Develops Employees
- Champions Diversity
- Strong Open Communicator

The individual who assumes the position of Vice President of Programs must have an unwavering commitment to serving the poor and meeting the unmet needs of the greater St. Paul community's disenfranchised population. He/she needs to be motivated by a service ethic and have a significant personal devotion to non-profit, public or social service agendas.

For more information please contact Chandler Group (www.chandgroup.com) at:

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