



# CATHOLIC SOCIAL SERVICES

Hope and Dignity for All

## **Catholic Social Services**

*Vice President, Programs*

*Position Profile*  
2020

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## Position Summary

The Vice President of Programs is responsible for leading and managing Catholic Social Services' programs to maximize positive impact for our clients and the community. Reporting to the President and forming an integral part of the Catholic Social Services executive team, the Vice President of Programs provides strategic and operational insights to the CEO and the board to continuously improve CSS' programs and mission effectiveness.

## Position Responsibilities

*Lead program department and functions that make a positive impact for clients and the community.*

- Ensure programs are designed, implemented, and evaluated to maximize positive impact.
  - Lead strategic planning and implementation process through annual goal setting and on-going strategic decision making.
  - Facilitate program design and evolution process with President, Quality Assurance, and Program Directors
  - Learn from and evolve with the Program Performance and Quality Improvement process to ensure that programs are of high quality and impactful. Monitor changes, including evolving client needs and environmental challenges and opportunities, and adapt programs accordingly.
  - Build and strengthen a data-driven culture to drive design and quality improvement.
  - For program closure: lead the process to ensure closure is done in a manner respectful of clients and staff.
- Build internal and external partnerships to strengthen and grow collaborative efforts capable of better serving CSS clients.

*Manage programs for quality, capacity and efficiency.*

- Quality: Ensure programs follow legal, funder, regulatory body, and accreditation standards. Oversee case record review process. Maintain high levels of client satisfaction in service delivery.
- Capacity: Ensure programs are running at full capacity. Support directors to bring in additional clients as needed through marketing, partnership development and management. Ensure full and capable staffing.
- Efficiency: Minimize time and resource waste and monitor the cost per unit of service for programs.

*Lead grants management process and oversee programs' budget and financial management.*

- Lead team including Finance, Quality Assurance, Program Support, Program Directors and Development to maximize dollars and minimize effort through the following: go/no go, application, reporting, budgeting, contract, and documents management.
- Seek and develop sustainable, diverse funding strategies to ensure ongoing service delivery.
- Manage grants and maintain strong relationships with funders.

*Provide strategic leadership to organization.*

- Reinforce organizational values and strengthen the CSS culture.
- Ensure programmatic and client needs are represented effectively when organizational decisions are being made. Anticipate the impact of changing needs and make appropriate changes. Recommend innovative approaches and programs that match organizational mission.
- Provide ongoing direction, coaching and supervision for Program Directors and other direct reports. Identify talent for future growth and provide opportunities for learning.
- Provide leadership and support to both internal and external committees, including the Executive Team, Leadership Team, Program Team, Board and Program Committee.
- Represent Catholic Social Services' interests to partners and the community.

## Position Competencies

### *Technical*

- Program Life Cycle Management
  - Monitor changes in the environment, including responding to evolving client needs and opportunities, and provide strategic direction and facilitate program adjustment based on that information.
  - Work together with the President, the Quality Assurance Sr. Director, and Program Directors to manage programs across the program life cycle: design, launch, grow, oversee, adapt, contract, and close. Utilize a theory of change model (we use the logic model) to illustrate program design, then set realistic metrics for outcomes and quality, and manage to metrics. Facilitate the Performance and Quality Improvement process to create a learning culture to facilitate ongoing improvement.
  - Work together with Quality Assurance to strengthen the program infrastructure: program documents (e.g. assessments, intake forms), processes, training, on-boarding, software support, and policies.
  - Leverage CSS' strengths for growth, e.g. build off of client knowledge, process expertise, and administrative capacity.
- Human Service Expertise
  - Keep abreast of best practices, sector trends, regulations, compliance standards, and research in human services and the nonprofit sector.
  - Synthesize and represent the challenges shared by front line team members about the issues that their clients are facing and how those challenges are evolving.
  - Model appropriate professional behavior and encourage staff members to act in a professional manner.
  - Strengthen diversity, inclusion and, cultural competency in the organization and in our programs.
- Grants and Financial Management
  - Project manage Grants Management Process while engaging teams, including: Development, Finance, and Quality Assurance. Oversee Program Directors in the development of government grant applications and oversee execution on all grant expectations.
  - Partner with the Finance team to support their design of grant budgets. Provide strong financial management of grants ensuring compliance.
  - Model sound budget and financial management and build such skills within staff reports.
  - Project revenue in light of changing funding priorities and provide effective financial management as funding streams change.
  - Collaborate with the executive team to advance and balance organizational priorities and program needs in light of budget considerations.
- Project Management and Process Improvement /Operational Agility
  - Understand subordinates' challenges, work together effectively with other departments to facilitate organizational improvement, and strengthen organizational communication by being an effective conduit of information and expectations between programs and executive team.
  - Guide multiple team members toward an end goal. Break down complex issues and workflows into manageable tasks to facilitate process improvement.
  - Identify ways to make existing programs and/or the structure that supports them more efficient, effective, and/or impactful.
  - Have experience with the Entrepreneurial Operating System (a plus).

## *Management and Leadership*

- Strategic Agility & Growth Mindset
  - Demonstrate ability to understand detailed information across a range of programs, adapt to changes, and explore the future.
  - Innovate, take risk, pilot, and then capitalize on what works.
  - Connect the dots between organizational priorities and align resources according to strategic priorities.
  - Possess a data and analytics mindset to allow for decision making with speed and prudent risk taking.
  - Bring curiosity, possibility, and a can-do spirit to challenges.
- Culture and Staff Development
  - Recruit, hire, and retain team members who exemplify the core values of the organization in partnership with Human Resources. Demonstrate organizational values through leadership and personal behaviors.
  - Lead and manage team members by ensuring clarity of expectations, ensuring team has tools needed to meet expectations, and holding them accountable to performance and behavioral expectations. Address performance issues in a timely basis and provide constructive feedback in a clear and kind manner.
  - Recognize and celebrate staff successes. Provide opportunities for professional development and coaching.
- Collaboration and Communication
  - Identify synergies and opportunities for team and community collaboration.
  - Build and maintain relationships with complementary agencies, institutions, and community groups to enhance the delivery of services. Show ability to find win-win opportunities and work for collective impact.
  - Exemplify strong writing and oral communication capacity to represent the interests of Catholic Social Services compellingly.

## **Position Qualifications**

5 or more years of senior level management experience in a multi-service, human service organization with a record of success in setting and achieving long-term goals and strategies, including illustration of program impact, excellence and sustainability.

Bachelor's degree required; MSW, MPA, or MBA with emphasis in administration preferred.

## **Direct Supervisees**

- Director, Southern Region
- Director, Eastern Region
- Director, Supportive Services
- Director, Intensive Family Services
- Director, Senior Companion
- Director, Foster Grandparent
- Director, Seton Services
- Director, Our Lady of Guadalupe Center

## About Catholic Social Services

### Mission

Motivated by faith, Catholic Social Services helps poor and vulnerable seniors and families reach their potential.

### Vision

Catholic Social Services envisions a world in which all who are in need are able to meet their potential to live with dignity, hope and purpose.

### Values

Impact - We serve in ways that have a lasting effect on our clients and that make our community stronger for everyone.

Compassion - Inspired by a God who identifies with “the least of these,” we enter into places of poverty and pain to respond to the suffering of others.

Courage - We demonstrate the mettle needed to overcome fear, difficulty, hardship, or the status quo while venturing toward a better future.

Excellence - We are good stewards of the trust and resources given to us by holding ourselves to the highest standards of quality, efficiency and sustainability.

### Overview

Catholic Social Services is a faith based, multi-service, social service agency that has been serving families and seniors in central and southern Ohio for 75 years. Catholic Social Services helps working-poor families stabilize and become self-sufficient through case management, mental health care, and emergency assistance. We help low-income seniors age with grace and independence through supportive services and community-impact opportunities.

In 2019, Catholic Social Services’ 14 programs helped 35,000 people in our 23-county region, and we partnered with hundreds of corporations, public entities, nonprofits and human service providers to help more CSS clients reach their full potential.

Catholic Social Services is accredited by the Council on Accreditation and the Better Business Bureau to illustrate our commitment to best-practice social services and sound business management. We are a research partner with the Wilson Sheehan Lab for Economic Opportunities at the University of Notre Dame, because we are committed to evidence-based practice. We are a member agency of Catholic Charities USA and the Human Service Chamber of Franklin County.

### 75<sup>th</sup> Anniversary Vision Statement

For 75 years, Catholic Social Services has been empowering people, of all faiths and backgrounds, with the tools they need to reach their goal of a better future. Our 14 programs in our 23-county region have given people, in some of the most vulnerable moments of their lives, the resources they need to reach their full, God-given potential.

Over time, CSS has adapted our services to meet the unmet needs of our community – bringing innovation and compassion to the margins. Today, our services focus on helping working-poor families realize a better tomorrow and vulnerable seniors age with grace and independence. In partnership with thousands of individuals, and hundreds of businesses, public entities, and nonprofits, we have helped hundreds of thousands of people transform their lives and the lives of their loved ones.

What has not changed is our vision. We continue to work so that all who are in need are able to meet their potential to live with dignity, hope and purpose.

Our 75th Anniversary is a moment for us to recommit ourselves to that vision - to build on CSS' legacy that provided people with holistic solutions that allow them to stabilize their lives, overcome setbacks, and achieve their goals. Thanks to the partnership of many generous supporters, we will continue to bring effective human service solutions to our community and to hold ourselves to make the greatest possible positive impact.

But, that is not going to be enough. As Catholic Social Services celebrates our 75th Anniversary, we are aware that the challenges of poverty are becoming increasingly interdependent and the evolving at an alarming rate. 75 years ago, we did not imagine a globalized economy, current life expectancy, or technological advances like we see today.

There is no silver bullet solution. Poverty is complicated – impacting every facet of a person and often a community's life. Solving it will take all of us – businesses, government, and individuals – reexamining poverty in our community, creating or scaling effective solutions, and working together to enhance the quality of life all people in our region, especially people on the margins.

This work is hard, but real change is possible. We have seen that every day for 75 years – one person at a time. So, let us come together to transform lives.

## Executive Leadership

**Rachel Lustig**

**Chief Executive Officer**

**Debra Hilliard, MSW, LISW-S**

**Quality Assurance Director**

**Nazree Gore, CPA**

**Controller**

**Julie Naporano**

**Director of Development and Communications**

**David Panek**

**Director of Information Technology**

**Terri Hurtt, PRP**

**Director of Human Resources**

## About Columbus, Ohio



Columbus is the largest city in Ohio and one of the nation's fastest-growing major metropolitan areas. Its energetic blend of arts and culture, coupled with locally-inspired dining, fashion and music experiences, clearly illustrate why the city has a burgeoning downtown and diverse array of established and developing neighborhoods.

In collaboration with the region's economic growth engine, [\*\*Columbus2020\*\*](#), the community's entrepreneurial spirit fosters an environment of business and educational development, and at the core of these efforts is the area's leading business organization, the [\*\*Columbus Chamber\*\*](#).

### **Columbus Region Quick Facts**

- 11 county region
- Metropolitan area spans 4,000 square miles
- 2.3 million people in the region; the greatest concentration is in Franklin County where 1.3 million people reside
- Second fastest metropolitan statistical area growth in the Midwest
- Driver of Ohio's population growth since 2000
- 30+ colleges and universities with 125,000 college students
- Home to 24 Fortune 1000 headquarters

### **City of Columbus Quick Facts**

- State capital
- Largest Ohio city (850,106)
- 15th largest city in the U.S.

## Columbus' Accolades and Community Information

According to [numbeo.com](http://numbeo.com), Columbus ranks 5<sup>th</sup> in the world for quality of life. The site reviewed and ranked 227 cities from all over the globe and scored them based on purchasing power, healthcare, safety, cost of living, property prices, traffic and commute times, pollution and climate.

[Kiplinger.com](http://Kiplinger.com) in 2018 named Columbus a *Great Large City for Retiring in Good Health*. In addition to the expansive indoor and outdoor recreational activities that promote a healthy life-style, Columbus' cost of living is nearly 10 percent lower than the national average.

In 2017, *Site Selection Magazine* named Ohio as one of the top 10 states in the country for sustainability. The selection criteria included cleantech and green industry activity, energy awareness, the built environment, redevelopment of polluted sites, policy, and quality of life.

To complement the city's vast network of cycling and walking paths, citizens and visitors can utilize Columbus' bike rental program: [CoGo](#).

Columbus is home to the nation's seventh largest community-based foundation: [The Columbus Foundation](#). For more than 70 years, the Foundation has served its community by functioning as a trusted philanthropic advisor to now more than 2,400 individuals, families, and businesses.

The U.S. Department of Transportation announced in 2016 that Columbus would receive \$50 million in grants to create a first of its kind city that uses data, technology and creativity to model the future. City officials plan to use the funds to further the development of sustainable public transportation.

Located downtown, [COSI](#) is one of the most respected science centers in the nation and has served more than 30 million visitors since 1964. The Center provides endless opportunities to explore science and discover possibilities for yourself and the world around you. COSI boasts more than 300 interactive exhibits throughout their discovery-based and themed exhibition areas.

In addition to exceptional public school opportunities ([The Columbus Dispatch's annual report card](#)), Columbus offers world-class private and parochial elementary, middle, and high school educational options.

After being named the *National Library of the Year* in 2010 by *Library Journal*, the [Columbus Metropolitan Library](#) underwent an extensive \$30 million renovation project that included remodeling 10 of its 21 city locations.

The award-winning [Columbus Zoo and Aquarium](#) is home to more than 11,000 animals representing 600 species. The complex spans 588 acres, of which 200 are developed as animal habitats and public spaces, and the Zoo is organized into six regions: Asia Quest, Australia and the Islands, Congo Expedition, Heart of Africa, North America, and Polar Frontier and Shores.

The [Ohio Theatre](#) is home to The Columbus Symphony Orchestra, BalletMet, and The Broadway Series, as well as more than 100 Columbus Association for the Performing Arts events each year. The Theatre's lush interior, excellent acoustics, and state-of-the-art stage facilities have made it a favorite of performers and patrons alike.

## Process of Candidacy

Please direct all inquiries, resumes and candidate nominations to Terri Hurtt.

***Terri Hurtt, PHR***

**Director, Human Resources**

Catholic Social Services

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