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SHOLOM COMMUNITY ALLIANCE *Minneapolis & St. Paul, MN*

Chief Executive Officer

BACKGROUND

Formed in 1995 from the merger of two organizations, Sholom Homes, Inc. and The Community Housing and Service Corporations (CHSC), the Sholom Community Alliance has a shared history dating back more than 100 years. CHSC had provided housing with services to the Minneapolis Jewish community since 1971, while successors of the original Sholom Home, built in 1908, continue today among the nine senior care facilities operated by Sholom Community Alliance (SCA).

Today, SCA's nine facilities offer an extraordinary continuum of care for the elderly that includes senior apartments, assisted living, short-term rehab and skilled nursing care, hospice services, memory care, adult day services, meals-on-wheels, hospice and home care. With a budget of \$40 million, SCA serves over 1000 seniors in Minneapolis and St. Paul. Minneapolis Ackerberg Campus is home to Sholom Home West, Roitenberg Family Assisted Living Residence, Knollwood Place and Menorah West, all of which are connected by indoor walkways. The Shaller Family Sholom East Campus, a new \$50 million state of the art campus in St. Paul, is home to Shirley Chapman Sholom Home East, Bentson Family Assisted Living Residence, Harry & Jeannette Weinberg Apartments and Johnson Center for Hospice Care.

Both Sholom Home West and Shirley Chapman Sholom Home East offer comprehensive rehabilitation programs with individualized care for patients who have been hospitalized for surgery or other acute illnesses and who require additional therapy services and nursing care before they can return to their own homes. Sholom Care's highly trained nurses, home health aides and homemakers provide in-house client-centered care, and hospice offers terminally ill individuals an alternative to aggressive curative treatments.

Because "Sholom" has been synonymous with elder care throughout the Upper Midwest for over a century, SCA enjoys significant support from the Minneapolis and St. Paul communities. The Sholom Foundation supports SCA by raising important endowment and capital funds to support SCA's operations long-term objectives.

Over the past decade, SCA has experienced rapid growth and diversification of its facilities and services. Its leadership and staff are forward thinking and open to new ideas and initiatives that are consistent with SCA's mission and financially responsible. However, like most nonprofits, SCA was affected by the recent economic downturn, particularly because the recession occurred just as SCA was

completing and opening its new \$50 million campus in St. Paul. However, SCA's leadership and staff responded effectively by using the changing environment as an opportunity to review and evaluate all of the system's operations and finances. They were able to identify significant new efficiencies in operations and made limited cuts to address budget shortfalls. They were also able to introduce new management structures that enabled greater communications between facilities and services.

During 2009-2010, the Board and staff developed and approved an action plan with three overriding objectives: reinvigorating the organization's focus on "Resident Centered Care," making measurable improvements in "quality" at each facility and department, and ensuring financial stability. The Plan outlines priorities for every facility and department, as well as for the Executive Committee and Board.

The Board has also worked to make the committees that oversee important policy areas more active. Through that process, stakeholders, residents and their families have welcomed greater opportunity to participate in strategies for change and long-range planning for SCA.

After experiencing multi-million dollar deficits over the past few years, the leadership has just concluded a budget that projects no deficit for 2010-2011. Because SCA has experienced recent growth, reevaluated its operations, and created a transition plan that includes adjustments toward financial stability, this is an exciting time for a new leader to help determine the next chapter in the organization's history of service to the community.

POSITION

The Chief Executive Officer (CEO) will report to and work closely with a volunteer governing board of directors who are both dedicated to the organization and knowledgeable about services to the aged. SCA seeks a CEO with meaningful experience in leading a complex business or nonprofit organization. The new CEO must have experience in leading organizations with multiple business or service offerings and in leading teams of professionals with expertise in diverse fields.

SCA's transition to new models of management will allow the new CEO to participate in shaping a new culture and work environment. It will be a time to carefully evaluate all services to ensure that each meets the standard of excellence reflected in SCA's mission and plan, and that each is competitive within the market of resources and services available to the region. Reviewing quality of care as outlined in the operating plan and supporting the staff through supervision and training are among the other issues that the new CEO will address.

The CEO will serve as the public face of SCA throughout the Jewish and general community. S/he is expected to be visible and accessible as a speaker, expert, and community leader. S/he will represent SCA in community coalitions and partnerships and with government agencies and legislators. The CEO will play a crucial role in fund development for SCA, assisting with annual fundraising programs, endowment, and capital solicitation in coordination with the Foundation. Marketing and public relations will also be critical in an increasingly competitive market. SCA will need to devote resources to developing strategies for effectively communicating the unique continuum of services available at SCA, and to build interest among prospective clients, referral sources, and funders.

SCA seeks a Chief Executive whose leadership style is both inclusive and directive. The successful candidate will be an entrepreneurial and creative professional who will weigh decisions and recommendations against their relevance to SCA's mission and values as well as against a careful review of the financial and resource impact. The ability to work collaboratively with program and service professionals and with financial and administrative experts will be critical to the new CEO's success. The new CEO will build and develop a professional team that shares SCA's desire for excellence and commitment to new models of service, including the household model of client centered care which was a new model for SCA that it introduced at the Chapman Shalom Home East and will look to expand to Shalom Home West.

SCA leadership believes that prior experience with care of the aged, healthcare and or human services would be an advantage, but not a requirement. Experience in managing an organization that includes facilities is also of interest, but not a requirement. Finally, the leadership seeks an individual who is comfortable in the role of a Jewish community leader, and who is familiar with and respectful of the history and traditions that are important to so many of SCA's clients and their families.

RESPONSIBILITIES

Leadership and Executive Management

- Provide inspirational and operational leadership to the staff, Board and the community. Articulate and implement a shared vision for services, programs and excellence that reflect the unique mission of the SCA.
- Serve as the chief professional officer responsible for leading the professional staff, organizational planning & evaluation, financial management and accountability, financial resources development, administration, program development, community relations, and compliance.
- Review and execute the current organizational plan and recommend to the Board appropriate service and program directions based on client and community needs, feasibility and national trends. Demonstrate creativity and flexibility in planning and implementation.
- Lead, motivate, supervise and evaluate the senior management team. Recruit and retain qualified professionals for open positions as needed. Provide on-going supervision and mentoring to individual team members.
- Set, foster and model a success-oriented, accountable, high-morale and positive environment within the organization.
- Build and maintain effective relationships with SCA's senior management team, staff, board and volunteers. Encourage and empower staff and volunteers to ensure professional excellence and high quality standards, maximize productivity, and promote teamwork and professional development.

Finance, Administration & Operations

- Overall responsibility for fiscal management, systems and accurate reporting for the agency. In conjunction with the senior management team and lay leadership, regularly evaluate the management and status of the agency's financial resources and procedures.
- In collaboration with the Board and senior management, create a total administrative and operational plan for the agency including finance management, facility management, human resources, compliance, and security.
- Direct the staff and work with the Board, Treasurer and Finance Committee in developing the agency's annual budget. Ensure that the annual budget provides for both fiscal accountability and program creativity.
- Closely monitor the financial status of the organization and ensure that sound financial controls are in place and observed.
- Evaluate the feasibility and financial impact of ongoing services, programs and new initiatives.
- Oversee research, evaluation and planning to ensure results oriented, cost effective and successful programming and services.
- Identify and, when appropriate, eliminate areas of duplicate or unwarranted services and administrative costs.
- Ensure that there is regular reporting to the Board and its appropriate committees on financial issues.

Planning

- Build on the current organizational plan by leading ongoing planning focusing on strategic goals & objectives, operational and funding needs and achieving and maintaining a high standard for excellence and service to SCA's residents, families and other constituent groups.
- Provide expertise and leadership regarding the ongoing evaluation of SCA's services and programs to ensure success, mission congruency and financial viability. Ensure that planning responds to emerging trends and the needs of the service population and is consistent with the agency's mission.
- Engage the Board, professional staff, volunteers and other community/ constituencies as appropriate in planning and program development.

Financial Resource Development

- Lead SCA's financial resource development focusing on creating an overall strategy and maintaining and building relationships with existing and new individual, Jewish communal, foundation and corporate donors.
- Supervise and work with staff and volunteers on annual giving campaign and special event.
- Champion SCA's mission with existing and newly identified funders, communicate regularly with funders and build new relationships and revenue sources.
- Work in close collaboration and partnership with the staff and board of the Sholom Foundation to expand SCA's planned giving activities and build the Foundation's endowment.

Community Relations & Marketing

- Serve as a persuasive and effective spokesperson to the external community, staff, volunteers, Board and donors, other community service agencies and partners.
- Develop and maintain relationships, build coalitions and garner support from a wide variety of sources in order to increase the client base, maximize revenue generating usage and advance the programmatic mission of the agency.
- Increase SCA's visibility to improve the public's understanding of its mission, services and facilities; and enhance and promote its reputation as a leader in the area of care for the elderly.

Board Development

- Work with the Board President to set objectives for the Board and its committees; plan Board and Executive Committee meetings and agendas.
- Work effectively with the Board and its committees to maximize their efforts.
- Work with Board leadership to shape and prioritize future plans and operations.
- Work with the Board President to identify, recruit, and orient new Board members.
- Serve as professional advisor to the Board President, the Board and its committees, keeping it well informed to support its fiscal, policy-making and governance responsibilities.

QUALIFICATIONS

Professional

- Strong leadership and management skills including the ability to set and articulate an organizational vision; manage the agency from a big picture perspective, be decisive and inclusive in the decision making process; be pro-active and employ critical thinking skills.
- Years of practical experience and skills as a senior executive in the nonprofit and/or business sector with a record of achievement in organization leadership, management, administration and financial operations.
- Skills critical to managing and leading a complex \$20+ million enterprise with profit & loss responsibilities, extensive facilities and a large workforce.
- Open and flexible leadership and management style conducive to fostering collaboration and a team approach. Ability to build consensus and engender cooperation between and among professional and Board leaders.
- Keen understanding of running a mission based business. Ability to integrate business sensibility with the core values and philosophy of SCA.
- Experience in financial resource development/fundraising, marketing and/or sales; comfort and willingness to engage actively in fundraising efforts.
- Ability to effectively and persuasively articulate the mission of SCA to current and potential clients, volunteers, donors and various stakeholders throughout the community.
- Ability to present oneself and communicate in a manner that garners trust and will challenge and inspire volunteer leadership and professionals.
- Proven success in creating partnership and building strong relationships focused on working with foundations, government agencies, and funders in both the private and public sectors.
- Deep comfort with working with older adults.
- Understanding of aging population, human and social service delivery, healthcare and other general areas related to the services and clients of SCA.
- Experience working with, motivating and leading a Board of Directors.
- Excellent interpersonal, political and diplomatic skills. Partnering skills and the ability and desire to work with all the professional and volunteer leaders throughout the community.

- An understanding of the Jewish community and Jewish communal funding sources and a comfort working and interacting with constituents from all streams of Judaism as well as secular and unaffiliated Jews and non-Jews.

Personal Characteristics

- Passionate commitment and respect for the mission of the agency and its history.
- A visionary, dynamic, well-spoken, creative and highly intelligent problem solver.
- Outstanding verbal and written communication skills.
- Ability to maintain and model high personal, ethical and professional standards.
- Flexible, warm and approachable, while also unflappable in extenuating circumstances.
- Flexibility to adjust work schedule; available for evening meetings and occasional weekends.

Compensation

An attractive and competitive compensation package, commensurate with level of experience is available.

FOR MORE INFORMATION PLEASE CONTACT:

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*This position description is based upon material presented by Sholom Community Alliance.
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