



Youth Villages

Director of Strategy and Learning, Massachusetts

Woburn, MA

Executive Summary

Youth Villages (YV), a leading national child welfare organization dedicated to helping emotionally and behaviorally troubled children and their families live successfully, is seeking a proven strategic leader to serve as Director of Strategy and Learning for its Massachusetts team. As one of the most effective and largest organizations in the United States serving this population, Youth Villages is scaling services and seeks to continually improve service delivery practice.

Youth Villages' clinical innovations stem from a deep belief in using data to drive performance in the interests of youth and families served.

Founded in 1986, Youth Villages has an annual budget of \$192 million with 3,000 employees committed to helping more than 25,000 children and families each year in 13 states and the District of Columbia. Established in June 2006, the Massachusetts region of Youth Villages now serves nearly 1,200 children and families across the state annually through a continuum of outcomes-based services, which includes intensive in-home services for children under 18 and their families, as well as community-based services to support youth over 18 who are aging out of the child-serving system. In May 2009, the White House recognized Youth Villages as a "high-impact, results-oriented" organization.

Youth Villages measures its success in reunited families, in children who are able to live at home and do well in school, and in older youth who successfully transition to adulthood and achieve housing stability and education and professional goals. Since 1994, when the organization began emphasizing helping children in the least restrictive environment -- preferably in their own homes and communities -- success rates have soared: in 2017, 88 percent of the children who received at least 60 days of service at Youth Villages were discharged successfully and 86 percent of them were still living successfully in the community two years after their discharge. Youth Villages' success rate is extraordinary when compared with traditional child welfare services.

Reporting to the Executive Director for Massachusetts and New Hampshire, the new Director of Strategy and Learning will be a key member of MA/NH region's senior leadership team. The Director will be responsible for developing the organization's strategic plan and annual priorities to best serve children and families in crisis, using data and project management skills to continually assess performance to identify quality improvements and to ensure effective implementation of the plan, facilitating learning and driving the organization towards meeting ambitious goals for the



transformation of the state child welfare system. The Director will be a critical thought partner to the Executive Director and responsible for ensuring key projects are pursued and completed.

The ideal candidate will bring significant experience in strategic planning, project management, and data analytics and have a proven track record driving of successful strategy and leading performance management efforts with senior leaders of organizations. The Director will bring a deep passion for serving youth, keen data analysis skills, and a positive, collegial style. He/she/they will be a collaborative leader and outstanding communicator who thrives in a team-based, fast-paced environment. They will have excellent problem-solving skills and a demonstrated capacity to develop persuasive and compelling messages and engage effectively with other senior leaders and board members. A relentless commitment to quality is essential. A BA or BS is required for this position and a master's degree in business or a related field is preferred.

More information about Youth Villages can be found at: www.youthvillages.org.

Opportunities for the Director of Strategy & Learning

Reporting to the Executive Director of Massachusetts and New Hampshire, Matt Stone, the Director of Strategy and Learning will work across the organization and with the MA/NH Board of Directors to **support development of the region's strategic plan and priorities, manage projects and stakeholders effectively to ensure strong execution of the plan, use data analysis to manage quality of implementation, and develop strategic solutions to challenges facing the organization at every level.** The Director will collaboratively lead in the following areas:

Strategic Planning and Execution

The Director will lead the development of strategic plans and annual priorities based on Youth Villages' ambitious 3-year goals of:

- Growth in intensive in home services and the expansion of the LifeSet program in partnership with the Commonwealth;
- Operational and financial stability of programs and services and growth of programs through data-driven strategic resource investments;
- Delivery of quality services and outcomes throughout the organization;
- Being the premier employer of choice in the human services sector in Massachusetts;
- Establishment of an outcomes-based contracting system that encourages a reduction statewide of children placed outside the home and increases the use of intensive in-home and community-based interventions throughout the child serving system in MA.

The Director will facilitate the process of translating these audacious goals to strategies and plans, collaboratively set annual priorities, and work with the national office and regional senior leadership team to set financial projections and milestones. The Director will also work across the team to proactively identify growth opportunities within current or new services, evaluating the competitive landscape and unique value proposition of YV's programs. The Director will ensure strong execution of the plan by managing projects, timelines, and a broad range of stakeholders, including YV board members, local and national staff, partners, and clients in pursuit of these goals. The Director will also serve as the liaison to the Planning, Policy, and Finance Board subcommittee.

**Data Analytics**

To inform strategy, the Director will develop an ongoing understanding of the organization's position, opportunities, and challenges through analysis of key business and service metrics, competitive landscape, customer segments and needs, as well as internal dynamics related to workforce, organizational culture, and leadership. He/she/they will support the Executive Director in financial planning and forecasting and strategic deployment of resources.

Performance Management, Learning, and Continuous Improvement

The Director will work across program areas and internal operational teams to track outcomes and progress against goals, identify areas for continued improvement and learning, conduct analyses, identify solutions, and track improvement in order to grow and deepen the impact of YV's work on children and families. Examples of this might include, but would not be limited to, working with the human capital team to make YV one of the premier human service agencies to work for in the region, partnering with the Executive Director to support and further develop the Board of Directors, and working to architect the smooth internal functioning of the team.

Qualifications of the Ideal Candidate

While no one person may embody all of the qualities enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences:

- Significant experience working on or closely with senior leadership teams in strategy development and implementation, with demonstrated success managing business analysis, problem-solving, and consensus-building; a solutions-orientation and the ability to excel in a high performing, fast-paced environment;
- Exceptional project management skills and the proven capacity to manage time and plan effectively while balancing multiple demands and changing circumstances simultaneously;
- A strategic and critical thinking approach to planning and decision-making; data-driven by nature, with a keen appreciation for fact-based decision-making and the ability to synthesize information and identify key insights; experience conducting organizational financial analyses, including developing projections and budgets;
- Outstanding written and verbal communications skills with the proven capacity to develop persuasive and compelling presentations to groups and individuals; the gravitas and presence to engage and establish significant credibility with senior level leaders;
- Exceptional relationship-building skills with the proven ability to manage through influence and with humility;
- A demonstrated passion for serving youth; an energetic, positive attitude and an optimism tempered by due caution; and
- A BA or BS is required, and a master's degree in business or a related field is preferred.

To Apply

This search is being conducted with assistance from Callie Carroll of NPAG. Due to the pace of this search, candidates are strongly encouraged to apply as soon as possible. Applications including a cover letter describing your interest and qualifications, your resume and where you learned of the



position should be submitted to: YV-MADSF@nonprofitprofessionals.com. ***Youth Villages is an Equal Opportunity Employer. Women, candidates of color, and people of all backgrounds are encouraged to apply.***

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