



**For the Position of:**

**President & CEO**

**2017**

**Title:** President & CEO  
**Company:** Lutheran Family Services of Nebraska, Inc.  
**Reports to:** Board of Directors  
**Location:** Omaha, Nebraska  
**Website:** <https://www.lfsneb.org>

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## The Organization:

For 125 years, LFS of Nebraska's mission statement is to *express God's love for all people by providing quality human care services*. Founded as two orphanages by Lutheran pastors to create safe places for vulnerable children, LFS' nearly 350 employees continue the work of strengthening children, families and individuals, carrying out the organization's vision of *Safety, Hope and Well-Being for All People*. A pan-Lutheran organization, LFS is a Recognized Service Organization (RSO) of the Lutheran Church-Missouri Synod (LCMS) and a Social Ministry Organization (SMO) of the Evangelical Lutheran Church in America (ELCA). It has strong relationships with the state's 500 Lutheran congregations. LFS is nationally accredited by the Council on Accreditation and enjoys a strong reputation for quality and integrity across the state.

With office locations in 11 cities east of North Platte in Nebraska (10) and in western Iowa (1), LFS supports three core competencies: Children Services, Community Services, and Behavioral Health. In 2016, Children Services served over 4000 people through programs encompassing Prevention & Early Intervention, Permanency & Well-Being, and Children's Behavioral Health. Community Services provided comprehensive services to over 6200 people seeking refuge from violence, oppression and persecution, resettling 1020 refugees from 16 countries in 2016. Behavioral Health Services were provided to over 8000 adults through cutting-edge trauma therapy and effective substance use treatment. To that end, the organization has made a significant investment in an Integrated Care approach to providing behavioral health services in partnership with a Federally Qualified Health Center (FQHC) in Lincoln. LFS is currently in conversation with FQHCs across the state as well as a major health system in Omaha to extend this cutting edge model of care.

The organization realized Support and Revenue of nearly \$25M in 2016 and has had an average annual increase in revenue of over \$750,000 since 1986. LFS has operated in the black for the past decade with the exception of 2011. Since 1986, the organization has had an average annual surplus of over \$66,000. The organization has a very strong fundraising function, raising over

\$11M in 2016 through private grants, government grants, nine United Ways, events, individual contributions and major gifts. The LFS Foundation manages over \$6M in assets. The organization has no debt.

The Board of Directors of Lutheran Family Services can have up to 16 members elected by the ELCA Nebraska Synod and the LCMS Nebraska District. The Board of Directors can elect four additional non-Lutheran members. The LFS Board leads the organization in strategic direction, visioning, fundraising and fiscal oversight. The existing strategic plan is ready for a refresh, and the Board has decided to wait until the new President & CEO is selected before embarking on a robust strategic planning process. In the interim, the Board has determined five strategic directions for the organization's next three years: human capital, sustainability, internal capacity, work environment, and program.

### **Location:**

Nebraska is a state of nearly two million people among whom Lutherans are strongly represented. With major economic drivers that include agriculture, freight transport (rail and truck), manufacturing, telecommunications, information technology, and insurance, the state has one of the lowest unemployment rates in the nation. Omaha, the state's commercial center and largest city, has a population of about a half million and is ranked by *US News & World Report* as the 18<sup>th</sup> best city to live in the US. Home to the College World Series, Omaha is headquarters to four Fortune 500 companies and has a robust and generous philanthropic landscape.

### **Position Summary:**

LFS' President & CEO is charged with promoting the mission, vision and values of the organization related to the provision of health and human services in Nebraska and eastern Iowa. The President & CEO is responsible for developing and continuing to strengthen the organization's relationships with Lutheran congregations and with the two Lutheran church bodies/Corporate Members. S/he reports to a Board of Directors with up to 20 members who can serve up to two three-year terms. The Board, which meets quarterly, supports a committee structure which includes executive, governance, audit, finance and program committees. The Bishop of the ELCA Nebraska Synod and the President of the LCMS Nebraska District are active and engaged voting members of the Board.

The President & CEO is responsible for stewardship of the organization's financial resources; strategic direction of the organization, subject to approval by the Board; and the assurance of the highest quality of care services. In collaboration with Board and management, the organization's next President & CEO must be able to provide leadership and direction to the organization that will ensure both its ongoing commitment to mission and its continued viability in the context of a changing and challenging environment. Direct reports to the President & CEO

include Vice Presidents of Development, Program, and Legal and Support Services. Currently, the Vice President of Finance reports to the Board of Directors. He will report to the new President & CEO.

Internal stakeholders, including staff and board members, identified the following key priorities for the new President & CEO to begin to address in his or her first year:

- **Relationship Building:** Be highly visible in order to promote LFS' profile, brand, and presence across the state. Build and nurture relationships with key stakeholders including Board, staff, pastors and congregations, District Presidents and Synod Bishops, donors, funders, and participants in LFS' ministries and partner organizations. Develop relationships with other faith-based communities and human services organizations. Actively advocate for LFS and other human services providers with policy makers and legislators.
- **Human Capital:** The new CEO, together with the Board of Directors, will lead the organization through the transition to a new leader. Together with the Director of Human Resources, work to develop new and innovative talent recruitment and retention strategies that will meet the needs of today's workforce. Ensure a positive and collaborative organizational culture in which ideas are generated and innovation is recognized and fostered.
- **Work Environment:** Headquartered at 24<sup>th</sup> and Dodge, the gateway to downtown Omaha, LFS made the strategic decision to purchase that entire block as the foundation for a Campus for Healthy Families. The campus will include a new headquarters building better suited to today's technology environment. In addition, the organization continues to plan for the purchase of the LFS Integrated Care campus in Lincoln in 2021.
- **Internal Capacity/Technology:** Plan and implement program and infrastructure growth at a rate and level that does not threaten the quality reputation or future of the organization. Put in place an IT strategy that includes the purchase and implementation of a new IT system.

### Key Accountabilities:

- Through both personal example and professional leadership, demonstrate an unwavering commitment to the mission and vision of LFS.
- Lead the organization in a manner which promotes collaborative lines of communication and is based on trust, empowerment, and shared accountability for success; in other words, ensure a "stewardship" model of organization in which individuals are empowered to act.
- Lead the organization in thoughtful planning for the future, building on its current strengths to include the enhancement of existing operations; an assessment of the continuum of

services provided; and the potential development of collaborative, beneficial alliances which will enable LFS to better meet the needs of its constituencies.

- Support the Foundation Board and the Vice President of Development, in providing proactive and creative leadership to expand the organization's funding base and grow the Foundation. Be an active leader of and participant in LFS' fundraising efforts.
- Provide leadership to the continued improvement of internal operations in order to identify and effect efficiencies and to measure outcomes/impact in order to ensure that services of the highest quality are delivered in an effective manner.
- Represent LFS in its efforts to develop collaborative working relationships with other providers; health associations; church bodies and congregations; professional societies; business and political leaders; governmental agencies and organizations, and similar groups.
- Provide leadership and direction in the creation and maintenance of a work environment that attracts, retains and empowers employees; create an environment that supports the continued professional development of employees. Continue to emphasize diversity in order to ensure that the board and the workforce at all levels within the organization reflect the diversity of the people who are served.
- Continue to strengthen the organization's Lutheran identity through intentional integration of faith-based values in decision-making and by ensuring the understanding by staff of what it means to be a Lutheran social ministry organization.

### **Key Attributes:**

To be successful in this role, the new President & CEO must possess the following attributes:

- **Personal strengths:** intelligence, confidence, persuasiveness and persistence. The demonstrated ability to make unpopular decisions and to do what is right accompanied by firmness and capacity to withstand criticism. Able to hear dissent when offered in a positive and constructive manner.
- **Humility:** The capacity to put other priorities ahead of personal need for approval or deference. Seeks out and values constructive criticism.
- **Interpersonal skills:** The ability to form, sustain, and deepen relationships of trust and mutual respect that are strong enough not to break when accountability is required or when hard decisions have to be made. A genuine warmth and interest in others accompanied by the ability to listen carefully and the drive to understand others' points of view.

- **Discipline:** The willingness to do what the job requires in proportions that meet the needs of the organization, even when those tasks fall outside one’s comfort zone.
- **Entrepreneurial Spirit:** The ability to identify and leverage opportunities for LFS to be innovative accompanied by a passion for excellence, a bias for action, and a sense of urgency.
- **Integrity:** Evidence of the personal and professional character essential to the leadership of a faith-based non-profit. Guided in thinking, in acting, in leading, in living, and in stewardship by sensitivity to the values of LFS and by integrity in all business dealings.

### **Additional Personal Characteristics and Competencies:**

As a Recognized Service Organization of the Lutheran Church – Missouri Synod and a Social Ministry Organization of the Evangelical Lutheran Church in America, LFS’s by-laws state, “It shall be preferred, but not required, that the President & Chief Executive Officer be a member of a Member Lutheran congregation.”

Additional qualifications include:

- Through both personal example and professional leadership, demonstrate a passion and heart for LFS’s mission of “expressing God’s love for all people by providing quality human care services.”
- At least 10 years of progressively responsible senior leadership experience (for-profit or non-profit) accompanied by an understanding of the issues and challenges faced by a diverse human services organization.
- An advanced degree in a related field or equivalent experience is required.
- Extraordinary communication skills to inform all stakeholders of LFS – its employees, board members, congregations, partners, legislators, funding sources, and the communities it serves – of the special mission LFS maintains and the importance of the continuation of that mission. The willingness to be the face of LFS with diverse constituencies across the state accompanied by the demonstrated ability to capture people’s imaginations and gain buy-in for a vision for LFS’ future.
- The ability and willingness to actively advocate for LFS and other human services providers and engage in conversation with policy makers, funders, and legislators at the state and national levels.

- Innovative and entrepreneurial with the vision, ability, and energy to lead the strategic diversification and growth of a human services agency in a challenging reimbursement environment.
- Ability to collaborate/partner with congregations and other community-based agencies and social ministry organizations to define issues and to identify and implement solutions.
- Strong analytical thinking skills.
- Experience in providing professional, accurate, and strategic information and counsel to a non-profit board accompanied by an eagerness to educate and partner with a committed and sophisticated Board of Directors.
- Seasoned leadership experience and skills to run a large and complex business, manage its growth, and introduce and facilitate change. An understanding of the systems and processes necessary in the highly regulated environments in which LFS operates. An appreciation of the need to build the organization's capacity to provide data to support the organization's ability to make informed decisions.
- A results-orientation accompanied by an understanding of sound fiscal management and comfort with varied modes of financing, underscored by a demonstrated commitment to delivering services of the highest quality. The ability to balance the business and mission aspects of a social ministry.
- An accessible leader who will mentor and coach other leaders and support the professional growth of internal resources through wise delegation.
- A high energy level; one who is willing to pour himself or herself into the mission of this organization.
- A team builder who will ask the right questions, foster dialogue, and promote innovative thinking about problems, opportunities, and situations at all levels within the organization; and who will foster a culture which allows individuals to risk both failure and success.
- A forward-looking leader who stays abreast of reimbursement and regulatory trends and positions the organization for success in a constantly changing environment.
- Inspirational with a sense of humor.

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