



# Chief Financial Officer Impact Description April 2026

## ORGANIZATION AND POSITION INFORMATION

The mission of Norris is bold and unwavering: transforming lives through the power of connection and healing. For more than 100 years, we have stood alongside children, youth, and families during their most vulnerable moments — not simply providing services, but restoring hope, rebuilding trust, and creating pathways forward.

Our purpose is anchored in our “Why”: We are the connection that gives children and families the safety to tell and understand their story — the impact it has — and the belief that their future holds endless possibility. This is not philosophy. It is practice. Every program, every staff member, and every decision is guided by a clearly defined framework rooted in Norris’ five core values: Belonging, Connection, Integrity, Safety and Communication.

Our vision is clear: to be both a Provider of Choice and an Employer of Choice. Our century-long legacy of caring gives us a deep understanding of community needs and positions us to design innovative, responsive services. We invest heavily in the training, tools, and support our staff need to carry this mission forward with excellence and accountability every single day. Norris operates three integrated pillars of service: group care programs, therapeutic foster care, and community-based programs.

To learn more about Norris, Inc., please visit: <https://www.norriscenter.org/>



Given the upcoming retirement of our long-term and valued Chief Financial Officer (CFO), Norris is looking for its next CFO to guide us long into a bright future. Under the leadership of, and in partnership with, the Executive Director, the CFO will define the process and implement the infrastructure/systems needed to support current fiscal practices and organizational growth. The CFO is responsible for directing the fiscal functions of Norris in accordance with generally accepted accounting principles issued by the Financial Accounting Standards Board and other regulatory and advisory organizations



and in accordance with financial management techniques and practices appropriate within the nonprofit industry.

The CFO is responsible for managing effective and streamlined administrative/financial systems, including financial, accounting, legal, and payroll. They will bestow a high level of technical expertise, serve as a critical and strategic thinker and will forecast and share pertinent trends.

The CFO directly supervises the Director of Technology & Facilities as well as the Business Services team. As a member of the executive team, the CFO will be involved in strategic planning, evaluation, and professional development initiatives, as well as planning for Norris' growth initiatives. All functions and services provided by the CFO will promote Norris' mission and philosophy for providing treatment and services utilizing a trauma informed care approach. The CFO position requires that the individual will be able to work a flexible schedule that is subject to change to meet the organization's evolving needs at any time, may also include weekends and/or holidays.

## **PRIMARY DUTIES AND RESPONSIBILITIES**

### **Executive Leadership**

- Understands and articulates the Norris mission, values and vision that works to promote safety, permanency and well-being for youth.
- Actively works toward improving the overall performance of Norris, both programmatically and operationally, by identifying innovative, responsive solutions.
- Contributes to the development of short-term and long-term strategic plans by anticipating the future, articulating direction and unifying the efforts of others based on Norris' overall goals.
- Shares responsibility with other team members to ensure sustainability and financial health.
- Assumes shared responsibility with other team members to ensure all Norris employees are receiving adequate and ongoing training, support, supervision and recognition so that they are successful members of the Norris team.
- Establishes a cohesive and goal-directed problem-solving team by providing effective leadership through role modeling and coaching.
- Demonstrates the ability to be resilient by overcoming perceived setbacks, discussing lessons learned and using those lessons to help leadership become stronger.
- Demonstrates positive, effective and respectful communication skills with direct team members and with all Norris employees and the Norris School District.
- Maintains a high level of professionalism as a representative of Norris, both internally and externally.
- Seeks out, develops and maintains external partnerships that forward the mission of Norris.

### **Supervision**

- Provides consultation and supervision to direct reports, based on personalized professional development plans.
- Convenes and participates in team and leadership meetings as assigned and develops new teams as identified to meet the goals of Norris.
- Ensures the priorities and work assigned for direct reports are congruent with the strategic plan and direction of Norris and that each direct report understands their role and contribution to the bigger picture.

Norris Chief Financial Officer



- Models effective interactions, skill development, decision making, and engagement with all Norris youth and employees to ensure the appropriate execution of all evidence-based and trauma informed care practices as well as Norris' policies and procedures.
- Delegates in a thoughtful and deliberate manner to meet the needs of Norris and to assist in the development of leadership and teamwork skills.
- Monitors employee compliance with Norris training requirements.
- Oversees and supervises management of technology, physical plant operations, maintenance, building and grounds, facilities and related staff.

### **Financial Management and Forecasting**

- Provides timely and accurate analysis of budgets, financial reports and financial trends in order to assist the Executive Director, the Norris Board of Directors and other Norris leaders in performing their responsibilities.
- Oversees budgeting, financial forecasting, and cash flow for administration, existing programs, and new programming.
- Provides strategic financial input and leadership on decision making issues affecting Norris; i.e., rate setting, facilities enhancements/needs, technology infrastructure, etc.
- Serves as a financial advisor on any contracts into which Norris may enter.
- Remains current on any federal, state or contractual accounting and/or reporting practices to ensure compliance with those standards and practices and notifies the Executive Director and/or Board of significant changes in these areas that may affect the overall organization.
- Coordinates all audit activities and maintains a high level of audit compliance annually.

### **Business Services Management**

- Serves as a collaborative partner to the Executive Director on Norris' financial, budgeting, and administrative processes—including payroll, and benefits functions—with an eye to continuously develop and improve systems.
- Develops Norris' technical infrastructure, providing financial guidance and assistance with any compliance requirements.
- Maintains Norris' physical infrastructure, physical plant and grounds, providing financial guidance and assistance with any compliance requirements.
- Serves as a collaborative partner to the Norris School District by providing any needed financial guidance to ensure sound financial and business practices that are compliant with the Department of Public Instruction.
- Maintains the efficient application and use of financial software systems, sharing the appropriate functionality with Norris leaders and Board members for access to real-time financial information.
- Compiles and presents monthly and quarterly P&L reports to the Executive Team and other Norris leadership as requested.
- Develops and maintains written business department policies and procedures that serve to provide all Norris leaders with the necessary resources to perform their jobs efficiently.
- Ensures all department policies and procedures are kept current and are compliant with regulatory, financial, CARF and/or legal standards.
- Works collaboratively with the Norris leadership to train all leaders and staff on changes/additions to applicable department policies and procedures that impact their work or the work of their staff.



## Quality Assurance and Compliance

- Ensures compliance with all licensing requirements, laws, other regulations and accreditation standards that are applicable to Norris, and which fall within the scope of each department.
- Assumes shared responsibility with team members to ensure that services provided by all staff consistently uphold licensing requirements, applicable laws and statutes, internal policies and procedures as well as best practices in accordance with accreditation standards.
- Actively works toward improving the overall performance of the business department by identifying innovative, responsive solutions.
- Ensures physical environment in accordance with State rules and regulations as well as accreditation standards ensuring the Norris campus is safe, clean and orderly.
- Utilizes metrics and key performance indicators to understand the strengths and areas identified for improvement of the business department and for Norris as a whole.
- Regularly collaborates with QI team members as needed for questions and consultation.

## Documentation

- Provides accurate and professional documentation required of the business department and per Norris protocol.
- Consistently completes paperwork, reports and other required information within established due dates/timeframes, both internally and externally.
- Ensures timely completion and approval of employee payroll, time off, changes to pay or role, etc.
- Develops documentation systems as needed for the business department to ensure that critical information is being collected to remain in compliance, provide needed information to other employees, teams or stakeholders, and to maintain historical information about Norris' practices.

## Training and Professional Development

- Works closely with direct supervisor to create and maintain a Professional Development plan to actively and continuously engage in improving one's knowledge, skills and professional practice.
- Seeks self-understanding and has the ability to access and evaluate information related to cultural and human development.
- Completes all required Initial and Orientation trainings as required by Norris protocol.
- Completes all required continuing training as required by Norris protocol and any professional licenses/certifications required for the position.
- Attends all Norris-wide trainings and meetings as required.
- Actively engages in professional and personal development which includes self-care and establishing healthy and safe boundaries with youth and employees.

## ATTRIBUTES AND QUALIFICATIONS

- Bachelor's degree in business administration or related field required
- CPA preferred
- MBA or MPA preferred.
- At least five years of administrative and supervisory experience, desired
- Demonstrated excellence in managing finance, accounting, budgeting, control, and reporting

Norris Chief Financial Officer



- Skill in examining, developing, revising, and recommending business processes, policies and procedures
- Strong analytical skills and experience interpreting a strategic vision into an operational model
- Collaborative and flexible style with a strong service mentality
- Team player who is committed to lifelong learning
- Hands-on manager with integrity and a desire to work in a dynamic, mission-driven environment
- Effective communicator with written, verbal, analytical, organizational, and interpersonal skills
- Strong commitment to developing team members
- Demonstrated commitment to the social sector with a passion for Norris' mission is essential
- Proficient in the use of technology, including Microsoft Office and Google programs and other required software/database applications and will seek out and embrace the use of future technology
- Nonprofit experience preferred

Please note: In order to perform the essential functions and meet the requirements of this position the CFO is expected to physically be on the Norris campus for the majority of their job functions and responsibilities.

## COMMITMENTS FROM NORRIS

Norris is an Equal Opportunity Employer and Service Provider. Our programs, services, and employment are available to all individuals on an equal basis regardless of race, color, religion, sex (including pregnancy), national origin, age, disability (including those with sight or hearing impairments), marital status, sexual orientation, gender identity, arrest or conviction record, the ability to speak English and any other category protected by federal or state law.

The annual salary range for this leadership position begins at **\$100K** and offers the following generous suite of benefits:

- 403(b) Retirement Savings Plan
- Health, Dental, & Vision Insurance
- Life & Disability Insurance
- Paid Time Off
- Paid Holidays
- Flexible Work Schedule
- Tuition Reimbursement- \* per employee handbook
- Employee Assistance Program

Norris provides comprehensive training, support and a competitive salary and benefits package. We believe that taking care of our team is as important as taking care of the youth and families we serve. The beautiful campus that Norris owns offers staff opportunities to engage in frequent self-care and wellness practices.

# INSTRUCTIONS FOR APPLICANTS

For full consideration of this position, please email all items below, combined into one document, to [NORRISCFO@leadingtransitions.com](mailto:NORRISCFO@leadingtransitions.com), attention: Mindy Lubar Price, President & CEO, Leading Transitions LLC, 1345 N. Jefferson St., Suite 350, Milwaukee, WI 53202 no later than **5:00 p.m. CST on May 20, 2026**:

- A letter demonstrating your qualifications for the Chief Financial Officer position that includes your interest in the mission of Norris, and a description of your salary parameters,
- A detailed and updated resume and,
- The names of, your relationship to, and contact information for three professional references.

Please note:

- References will not be contacted until a candidate has been notified.
- Employment offers are contingent upon clear results of thorough background and reference checks.
- All inquiries and interactions with potential candidates are kept in strict confidence.
- This position will remain open until it is filled.

*Leading Transitions is committed to the vitality of mission-based, nonprofit, philanthropic, and community-centered efforts and organizations, and their leaders. The firm's inclusive practices provide the flexibility and creativity necessary to adapt to the intricacies and dynamics of any community. We believe that periods of change are transformational and bring great new opportunities.*

