



Executive Director Impact Description October 2026

ORGANIZATION AND POSITION DESCRIPTION

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.

- **Belonging:** We are committed to fostering a safe, inclusive, and supportive environment where everyone feels valued, heard, and empowered. We welcome and respect all individuals, regardless of sex, gender identity, pronouns, race, color, socioeconomic status, or background. You belong here. You are safe.
- **Connection:** We are committed to building meaningful connections with others and this can include emotional, intellectual or experiential connection. Mutual understanding between people is built on moments of feeling seen, heard and valued.
- **Integrity:** We are committed to doing the right thing, even when no one is looking. We understand, accept, and choose to live and operate in accordance with a set of principles, which by necessity must include honesty, fairness and decency.
- **Safety:** We are committed to ensuring that we create safety for all, including children, youth and families we serve, co-workers and stakeholders. Safety encompasses physical, emotional, interpersonal and moral domains and acknowledges that every person brings their own experiences that define how they feel safe.
- **Communication:** We are committed to ensuring a clear exchange of information, intention and emotion. Communication includes clear messaging and confirmation of receipt and understanding.

Given the upcoming retirement of our current and cherished Executive Director (ED), Norris is looking for our next ED to direct and oversee all operations, functions, and activities. They will be the face of the organization, responsible for giving strategic direction and implementing the mission. The ED will possess the ability to lead, motivate, and initiate. They will also have great communication skills and take a holistic approach in managing the organization’s operations. The ED will spend every day knowing they had a positive impact on the lives of others by leading a team that strives to provide the best quality care to youth and families by making meaningful connections and providing a safe space for individuals to heal.



Under the direction of the Norris, Inc. Board of Directors, the ED is the key staff leader and is responsible for the overall success of the organization. The ED is responsible for overseeing the mission, financial health, administrative functions, programs, and expansion opportunities of Norris as well as developing and executing the strategic plan. Other key duties include fundraising, partnership development and community outreach. All functions and services provided by the ED will promote Norris' mission and philosophy for providing services utilizing a trauma informed care approach. The ED is responsible for an organizational culture that values professional training and development. They will demonstrate innovative and adaptable problem-solving abilities while managing through a challenging, complex, and ever-changing external child welfare and healthcare environment.

The ED will maintain a deep knowledge of the field and how to adapt to the evolving needs of children, families, and the entire community. All efforts of the ED will promote Norris' mission and philosophy for providing services utilizing a trauma informed care approach. The Executive Director is the public face of Norris and thereby provides leadership in advocacy, public policy, business development, fundraising, grant opportunities, new initiatives, and community involvement activities.

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



PRIMARY DUTIES AND RESPONSIBILITIES

Executive Management and Leadership

- Understands and articulates the Norris mission, values and vision.
- Delegates in a thoughtful and deliberate manner to meet the needs of Norris and to assist in the development of leadership and teamwork skills.
- Provides direction and leadership by responding to changing trends in regulatory, statutory, and best practices by progressive and innovative programs and services.
- Advocates and participates at the Regional, State, and National levels, where appropriate.
- Actively engages in professional and personal development which includes self-care and establishing healthy and safe boundaries with youth and employees.
- Cultivates and develops inclusive and equitable working relationships with youth, staff, volunteers, stakeholders, and community members.
- Works closely with Norris Academy by supporting an educational program that focuses on individual student-centered learning, credit recovery, personal growth, & academic achievement.
- Establishes a cohesive and goal-directed, problem-solving team by providing effective leadership through role modeling and coaching.



- Demonstrates positive, effective and respectful communication skills with direct team members and with all Norris employees and the Norris School District.
- Responsible for the enhancement of Norris' image and brand by being active and visible in the community, on social media/website and by working closely with local and state committees, as well as various other professional, civic and private organizations.

Organizational and Operational Oversight

- Directs, leads, oversees, and evaluates the executive leadership team of the officers of finance, talent and social capital, group care programs, and community-based programs and grants/development.
- Continually works toward improving the overall performance of Norris, both programmatically and operationally, by identifying innovative, responsive solutions.
- Actively contributes to the development and implementation of Norris' short-term and long-term strategic plans by anticipating the future, articulating direction, and unifying efforts based on Norris' overall goals.
- Ensures a process for continuous assessment and analysis of identified outcomes and creates new outcome measures aligned with contracts, national trends, and Norris' strategic plan.
- Oversees coordinated effort to ensure compliance with all licensing requirements, laws, other regulations, and accreditation standards applicable to Norris.
- Ensures the appropriate execution of all evidence-based and trauma informed care practices as well as Norris' policies and procedures.

Board of Director Relations and Responsibilities

- Leads Norris in a manner that supports, and guides Norris' mission as defined by the Board.
- Communicates effectively with the Board and provides information necessary for the Board to function properly and to make informed strategic decisions.
- Responsible for working with the Board and Norris staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.
- Responsible for keeping the Board informed and educated of developments in human services, not-for-profit management and governance, philanthropy and fund development.
- In collaboration with the Board Chair, develops all Board Meeting agendas and activities and ensures timely distribution of agendas, supporting documents, etc., prior to all Board and Board Committee meetings.

Financial Performance and Resource Development

- Develops resources sufficient to ensure the financial health of Norris and enhance its mission.
- Manages the fiscal integrity of Norris, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial health of Norris.
- Responsible for fiscal management that operates within the approved budget, ensures maximum resource utilization, and maintenance of Norris in a positive financial position.
- Enhances Norris' image and brand by being active and visible in the community, on social media/website and by working closely with local and state committees, as well as various other professional, civic, and private organizations.
- Oversees the process of contract negotiation as necessary to ensure the appropriate resources exist for quality service delivery.
- Responsible for overseeing fundraising and developing other resources necessary to support Norris' mission.

Quality Improvement and Assurance

- Ensures the process for continuous assessment and analysis of identified outcomes and create new outcome measures aligned with contracts, national trends, and Norris' strategic plan as needed.



- Actively works toward improving the overall performance of all assigned departments by identifying innovative, responsive solutions.
- Ensures Norris maintains a system to manage all program and vendor contracts, which includes a review of our compliance as a provider as well as a way to evaluate Norris' vendors are providing a quality service or product.
- Ensures there is a coordinated effort across all departments to be in compliance with all licensing requirements, laws, other regulations and accreditation standards applicable to Norris.

ATTRIBUTES AND QUALIFICATIONS

- Advocate for the best outcomes for children and families.
- Experience working with people from diverse racial, ethnic, and socioeconomic backgrounds.
- Strong analytical skills and experience interpreting a strategic vision into an operational model.
- Effective written, verbal, analytical, organizational, and interpersonal skills.
- Demonstrated commitment to the core principles of diversity, equity, and inclusion.
- Experience working with, or on, a nonprofit Board of Directors preferred.
- Non-profit management or fund development experience and/ or certificate or training desired.
- Undergraduate degree required.
- At least 10 years of combined experience in any/all of the following; direct care and programs, leadership and/or senior management experience, including budgeting and financial management and quality improvement/assurance work.
- Adept at examining developing, revising, and recommending business and program processes, policies and procedures.
- Demonstrated commitment to the social sector with a passion for Norris' mission is essential.
- Nonprofit Board experience preferred.
- Proficient in the use of technology, including Microsoft Office and Google programs and other required software/database applications.

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.

- References will not be contacted until a candidate has been notified.
- Offers of employment 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.

The annual salary range for this leadership position begins at **\$165,000** 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
- 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 NORRISED@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 November 5, 2026**:

- A letter demonstrating your qualifications for the Executive Director 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.

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.

