



The First Source for Nonprofit Leaders SINCE 1963



MOSAICSM

A life of possibilities for people
with intellectual disabilities.

POSITION GUIDE

ORGANIZATION:	Mosaic
POSITION:	Senior Vice President of Operations
REPORTS TO:	President & CEO
LOCATION:	Omaha, NE

MISSION

Embracing God's call to serve in the world, Mosaic advocates for people with intellectual disabilities and provides opportunities for them to enjoy a full life.

VISION

Mosaic is the recognized leader in making a positive difference in people's lives. We are passionate about services and partnerships that create meaningful lives in caring communities. Inspired by faith, we give voice to issues that affect people's lives.

ABOUT MOSAIC

Mosaic is a faith-based organization serving people with intellectual disabilities and operating under the belief that every individual is a person of worth. With more than 4,300 employees across 36 agencies in 10 states, Mosaic serves more than 3,700 individuals with intellectual disabilities. Mosaic's employees and volunteers are passionate about opportunities and partnerships that create meaningful lives, in caring communities, giving a voice to the needs of the people we serve. An integral part of its strong core values, Mosaic commits to the following:

- **Safety** — We are committed to policies and practices that ensure and enhance the safety, health, and well-being of people.
- **Respect** — We listen to each person and honor their choices, affirming their dignity and upholding Mosaic's mission and vision.

Willis Tower ▪ 233 South Wacker Drive, 84th Floor, Chicago, IL 60606 ▪ 312-986-1166

www.kittlemanseach.com

- **Connection** — We partner with families and communities, supporting people to build mutual relationships and be valued, participating members of their community.
- **Integrity** — We are true to our faith heritage, acting with openness and truth in all situations, making ethical choices and following intently all laws and regulations.

Mosaic is committed to operating ethically, with integrity, and in full compliance with the letter and the spirit of laws, regulations and contracts. The Integrity at Mosaic (I AM) program assures this commitment and is a reminder that each employee must take personal responsibility to act with integrity.

HISTORY

Mosaic was formed July 1, 2003, by the consolidation of two Nebraska-born Lutheran ministries dedicated to the needs of people with disabilities. Bethphage began in 1913 in Axtell, NE, and Martin Luther Homes began in 1925 in Sterling, NE.



The Rev. K.G. William Dahl witnessed the neglect that children and adults with mental retardation and developmental disabilities received in large institutions. He believed in a better way and convinced 54 people to give \$1 each to establish Bethphage Inner Mission Association in 1913. With the start-up money, Pastor Dahl rented and renovated four homes in Axtell. On June 29, 1914, the first four guests arrived. Within a year, the ministry had grown to include 40 guests and 20 workers, and a new setting on land north of Axtell. The "hill," as the Bethphage Mission casually came to be known, reflected a unique architectural style hearkening to Pastor Dahl's native Sweden.

Similarly, three pastors and two laymen saw the need for a school for "teachable mentally retarded children." They met in Sterling at the former Martin Luther Academy, a school that had been closed for several years. The founders included the Revs. Julius Moehl, August Hoeger, and William Fruehling, and laymen John Aden and William Ehmen. The Martin Luther Home Society was organized on October 20, 1925. Pastor Moehl, pastor of St. John Lutheran Church in Sterling, and his wife, Martha, had three small children of their own. Yet they took students into their home and assumed responsibility for their care.



As the building aged and the student population grew, extensive renovation was needed. The decision was made to build a new facility. On June 1, 1956, a new Martin Luther Home opened in Beatrice, NE.

With the advent of community-based programs for people with developmental disabilities in the 1970s and 1980s, both Bethphage and Martin Luther Homes grew into national ministries. The organizations were invited to begin services in locations across the United States by families and officials who knew the quality of care provided by the organizations. With their national growth, both organizations felt the need

for administrative offices in more easily accessible locations for national travelers. In 1986 Bethphage moved its headquarters to Omaha, NE, and in 1993 Martin Luther Homes moved its headquarters to Lincoln, NE.

In the early 2000s economic conditions required that organizations consider ways to become more efficient as Medicaid budgets tightened. Given the close proximity of the national offices (a 45 minute commute), the two Nebraska based Lutheran organizations consolidated to form Mosaic in 2003. Early efficiencies were achieved ahead of predicted schedule because of administrative changes. Mosaic earned the first ever national accreditation from CQL reflecting the high quality services that are known for today.

THE OPPORTUNITY

The Senior Vice President of Operations will be a key player in the next phase of growth for Mosaic. One year into an aggressive five-year strategic plan, the organization plans \$80 million in growth through agency acquisition in conjunction with a \$63 million comprehensive campaign.

This position carries with it the obligation to fulfill Mosaic's mission of providing a life of possibilities for people with developmental and intellectual disabilities. As One Mosaic, all staff members work together to provide the people Mosaic supports with a meaningful life in a caring community, ensuring they have a voice to share their needs and desires and to advocate for their rights. This position also carries the responsibility of being a good steward of our human and financial resources to create an environment committed to Mosaic's values of safety, respect, connection and integrity.



As a recognized leader in the field of I/DD Mosaic is an active member of ANCOR, a sponsoring organization of CQL and a founding member of LSA & LSA-DN.

POSITION SUMMARY

The Senior Vice President of Operations is responsible for leading and managing a comprehensive range of services and programs delivered across Mosaic's network of agencies. This person will provide leadership through the supervision, mentoring, and coaching of the vice president and director level staff in the operations department. He/she will lead operations in the achievement of strategic goals, high quality service delivery and overall compliance with Mosaic standards and multi-state government contracts. The SVP will be responsible for operations performance, analysis, and as a member of Mosaic Leadership Council informing the Council on matters related to operations in order to promote effective strategies and utilization of resources. This position will regularly review services being offered to evaluate effectiveness against identified outcomes and Mosaic's strategic direction, in addition to partnering with others inside the organization to ensure that systems, processes and people are aligned to achieve the goals of providing high quality, responsive and personalized services to individuals in service. In partnership with the Chief Financial Officer, he/she will evaluate financial results while developing and managing the operations area of the budget. The SVP will cultivate and maintain positive relationships with people and organizations outside Mosaic to

strengthen the organization's understanding of external trends and context in which services are provided, while working in partnership with the senior leadership team to create and implement strategies that position Mosaic as the recognized leader within the field.

CANDIDATE PROFILE

Reporting to the President & CEO, Mosaic seeks a proven leader with exceptional skills in operations within the field of intellectual/developmental disabilities and a keen understanding of, and passion for, the organization's mission. The person must be ready to join the Mosaic Leadership Council to lead the organization in pursuing the identified strategic goals that will lead to the desired growth of the organization. He/she will demonstrate exemplary trustworthiness and integrity in all aspects of their work and interpersonal interaction. Relationship building and exceptional leadership skills are a must.

The successful candidate will have:

- The ability present with humility and be an excellent listener.
- A proven track record of being a collaborator and a connector with all people.
- A proven track record of delivering results that meet or exceed organizational goals.
- Exceptional interpersonal skills and manage with an inclusive team-oriented leadership style. He/she will value people at all levels of the organization.
- Strong communicator who can work with people who have been in the industry for decades and who can understand and appreciate their experience and expertise.
- The ability to look 2-5 years out and have a strong grasp of trends, gap analysis, and the ability to forecast offerings that can be enhanced, along with a sense of purpose and the ability to articulate it. Also encourage those down line to think through a visionary lens.
- Confidence and the ability to demonstrate it by having a lot of ego about Mosaic and a little ego about themselves.
- Proven practitioner experience of supporting a national brand like Mosaic but also supporting the VPO's and the 36 agencies of the organization.
- Financial acumen and the ability to understand the budget process, working with large budgets, inclusive of multi-state, complex budgets.
- The traits of a true servant leader.
- A sense of humor and the ability to work hard and play hard.

Bachelor's Degree in Business Management, Human Services or a related field is required. Minimum of ten years of proven experience in the field of intellectual/developmental disabilities in a multi-state provider setting, with at least three years in an executive role. Master's Degree in Business Administration or a related field is preferred. Demonstrated leadership at an executive level with proven results of leading a complex, multi-state organization to leverage strengths across the organization.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/mosaic/>

For more information about Mosaic, please visit <https://www.mosaicinfo.org/>

ABOUT OMAHA

As the largest city in Nebraska and the county seat of Douglas County, Omaha is home to nearly 450,000 residents with 1.2 million residents comprising the greater metropolitan area. Omaha is headquarters to several notable companies including Warren Buffett's Berkshire Hathaway, Mutual of Omaha, TD Ameritrade and the Union Pacific Corporation. According to the 2010 Census, Omaha is the 44th largest city in the United States.

Picked by *US News & World Report* as the 25th best place to live for 2017, "Omaha has long been a place of convergence. In the mid-1800s, it served as the easternmost point of the first transcontinental railroad. Today, its location at the heart of the country has earned Omaha a reputation as a flyover city. But those who live in Omaha know there's more to this metro area than most outsiders realize.

It's a region that celebrates and treasures the past, while also warmly embracing change and growth. The metro area that once brought you TV dinners and Reuben sandwiches now houses fancy seafood restaurants and hip vegan options (though you'll never have trouble finding a hearty steak). And while ranchers continue to raise cattle on the sprawling prairies surrounding the region, Omaha proper has begun to attract a number of budding new tech startups. Affordability and a strong economy attract young professionals, while safety, a plethora of education options and family-friendly activities are appealing to those with kids."

Omaha boasts multiple institutions of higher education including most notably University of Nebraska Omaha, Creighton University and the College of St. Mary all of which contribute significantly to the cultural and economic development of the state.

In the 2000s, Omaha saw a real estate boom with multiple commercial, mixed-use and city beautification projects completed. The Bob Kerrey Pedestrian Bridge was opened in 2008 adding to Omaha's Missouri River waterfront which remains today an oasis for outdoor enthusiasts.

Visitors and residents alike enjoy Omaha's Henry Doorly Zoo as well as the Holland Performing Arts Center which is home to the Omaha Symphony Orchestra and the Omaha Area Youth Orchestra. Sports enthusiasts and college baseball fans revel at the city's annual marquee event, the College World Series.

The above information is a compilation gathered from the Wikipedia (https://en.wikipedia.org/wiki/Omaha%2C_Nebraska), (https://en.wikipedia.org/wiki/Holland_Performing_Arts_Center), Visit Omaha (<https://www.visitomaha.com/things-to-do/outdoor-recreation/omaha-riverfront/>) and US News & World Report (<https://realestate.usnews.com/places/nebraska/omaha>).