CEO Position Profile

Reports to: Pathways Board of Directors

Organization overview

Pathways Youth & Family Services is a non-profit 501(c)(3) social services organization, providing a wide array of programs and services to communities across the state of Texas. Pathways provides such services as foster care, adoption, residential treatment, behavioral health, and family-based safety to children and adults throughout the state, with operations in the Texas communities and surrounding areas of Abilene, Austin, Brownwood, Clear Lake, Conroe, Dallas/Fort Worth, El Paso, Houston, Kerrville, Marfa, Mountain Home, Odessa, Pflugerville, Richardson, San Antonio, Waco, and Wichita Falls.

Founded in 1992, Pathways has more than 260 employees and a growing annual operational budget of $23 million, through which the organization, its programs, and facilities serve some 2,500 children and 2,000 families each year. Pathways provides services primarily through state contracts. Pathways began as a Child Placing Agency (CPA) and that remains its main service line. In 2009, Pathways added behavioral health services, now called Mosaic Consulting Solutions (Mosaic), as a second main service line that has grown to include therapy, psychiatry, crisis intervention/stabilization, and targeted case management and rehabilitative services. In 2018, Pathways was awarded the Family Based Safety Services (FBSS) contract by the Department of Family and Protective Services (DFPS) in El Paso and the surrounding areas. Pathways operates this pilot program as HomeSAFE Family Services (HomeSAFE), which is the first contract of its kind in the state of Texas, for case management and the development and purchase of a full array of services needed for children and families receiving FBSS. HomeSAFE is the third main service line for Pathways.

Pathways’ programs are well-respected and tie into its mission to provide all children and youth – regardless of the complexity of their needs – connections to caring adults and to provide them and their families access to appropriate services and supports so they can be healthy, experience positive development, and live and thrive in their homes and communities. For more information on Pathways Youth & Family Services, visit www.pathway.org

Position overview

Pathways seeks an exceptional, seasoned CEO to provide overall leadership to the organization and take it to its next level of success in serving the children, youth, and families of Texas, following the recent death of Pathways’ founder and CEO Robert “Dan” Johnson. The ideal candidate will have the ability to take the organization – successful, well-run, and highly regarded – and prepare it both for future growth and for the inevitable challenges that will arise from shifting government regulations, professional standards of care, and cultural evolution. The CEO will have the ultimate responsibility of ensuring compliance with all regulatory and contractual obligations.

Pathways desires a “families first” executive who is an effective, positive leader focused by vision and fueled by passion – an executive whose ethical values, strategic thinking, decision-making, advocacy skills, and willingness to take risks can rally diverse constituencies to grow and strengthen the organization as a premiere and integrated provider of child and family services. The executive should be a change agent who is aware of and can anticipate or quickly adapt to changes at the state and federal levels.

The ideal candidate will be well-versed in child welfare (ideally including clinical theory, best practices, and evidence-based and empirically driven models), state and federal funding mechanisms, non-profit organization best practices, and
government relations. He or she will be a visionary who can use executive leadership skills to maintain Pathways’ current success and build upon it by strengthening all aspects of the organization.

The CEO, who will report to the Pathways board of directors, will be the linchpin in working effectively with internal and external stakeholders to fulfill commitments to Pathways’ clients, partners, employees, board, and funders. He or she will understand how to move a diverse range of stakeholders forward through collaboration and communication in executing Pathways’ strategy and connecting its programs, resource development, and financial operations.

Challenges for the new CEO will include formalizing the organization’s long-range strategy and infrastructure, building strength on the board of directors, and building succession within the Pathways team.

**Key Executive Responsibilities**

- Effectively leading the administration and operations of 501(c)(3) Pathways Youth & Family Services and its business units.
- Establishing and maintaining positive and collaborative relationships with external partners and funders.
- Strategizing and managing the growth of the organization in concert with the board and with the participation of the senior leadership team.
- Being a good steward of resources through appropriate financial planning, strong financial management and oversight, annual budget presentation to the board of directors, and expanded fund development.
- Ensuring that appropriate systems are in place to facilitate the day-to-day operations of Pathways in the areas of development and delivery of programs, education and outreach, fund and resource development, policy development, administration, and operations.
- Making recommendations for new programs and the modification or discontinuance of current programs, as appropriate, to the board.
- Safeguarding the unique culture of Pathways – smart, hardworking people who can be trusted to do the right thing to serve those they are helping.
- Assuring that Pathways remains a respected leader in the child welfare community.

**Experience, Education, and Executive Skill Requirements**

- Bachelor’s degree in a related field required. Advanced degrees and certifications strongly preferred.
- At least 10 years of progressively responsible experience in a complex executive leadership role, including managerial administrative experience. Prefer 10 years of related experience with an accredited child welfare organization comparable in size to or larger than Pathways. Experience in a government, non-profit, community action, or other comparable organization is preferred.
- Extensive knowledge of federal, state, and local policies and funding streams (including Medicaid) relevant to child welfare services. Knowledge of healthcare business line development, including reimbursement models.
- Demonstrated executive-level leadership, problem-solving, and planning capability in a public, private, or nonprofit organization known for its sophisticated complex systems and operations.
- Proven fiscal, organizational, and administrative skills with ability to effectively manage budgets and to make improvements in organizational structure, processes, and team, using best practices. Holds people accountable for results.
- Experience working with and for a board of directors and helping to enhance board leadership.
- Demonstrated commitment to diversity, inclusion, and equity in a professional setting. Valuing a diversity of perspectives and encouraging contributions by all team members.
- Commitment to employment longevity to ensure continued organizational success and stability.
• Expertise in building internal and external relationships and a demonstrated track record of working with diverse constituencies (including academic and community organizations, diverse management teams, and state and local governments) and impacting public policy.
• Superior time management, project management, multi-tasking, and problem-solving skills.
• Strategic thinking to discern and conceptualize trends and develop a vision. Understands the big picture while paying attention to detail.
• Professional presence and public speaking experience to increase visibility of the organization. Excellent verbal, written, and interpersonal communication skills.
• Technological proficiency in standard office software (spreadsheets, word processors, e-mail) and ability to discuss technical issues at a practical level with technical support staff and vendors.

Desired Personal Traits

• Passion for Pathways’ mission, with an entrepreneurial, motivated mindset.
• Integrity and honesty above reproach.
• A strong, dynamic leader who is charismatic, entrepreneurial, and has a superior intellect and passion for his/her work.
• Excellent leadership qualities. Leading by personal involvement and example, but using delegation wisely. Strong work ethic, and a passion for serving in a collaborative environment.
• Emotional intelligence – level-headed, flexible, and dependable. Able to recognize different personality styles to communicate effectively with all.
• Sound judgment; making decisions based on accurate and timely analyses.
• Executive presence, polish, and self-confidence in the public sphere without self-importance; astuteness in political and public arenas.
• A collaborator and team builder with a track record of successfully working with diverse constituencies, building consensus effectively, and being deliberate and decisive.
• High moral standards appropriate for leading an organization devoted to families and children.

Location and Travel

Since the Pathways CEO can expect extensive in-state travel (up to 50%) during the first few years of his or her tenure, the organization will consider allowing the CEO to reside in any of several Texas locations. Pathways’ administrative offices are currently in Kerrville; Pathways also has significant operations in Austin, San Antonio, Dallas, and Houston.

Compensation and Benefits

Commensurate with background. Excellent benefit package.

Contact Information

Jan Lehman
Lehman Associates LLC
(512) 478-1131
vanita@lehmanassociates.com

All inquiries will be treated confidentially. Please do not contact Pathways directly.