

## Position Description

### **Vice President, Continuous Quality Improvement**

Full Title: Vice President, Continuous Quality Improvement

Supervisor: Executive Vice President, Youth Program Quality

Purpose: The Vice President, Continuous Quality Improvement leads continuous quality improvement system building and coaching & training for the Forum for Youth Investment. The VP will develop content and products, providing insights to the field. In addition, the VP will lead a business development strategy, expanding YPQI to other youth-serving systems, building off of its long-standing reputation in the Out-of-School Time space. The VP will lead a team of three Directors providing client services for national, state and local customers.

## Organization & Background

Founded in 1998, the Forum for Youth Investment is a national nonprofit, nonpartisan “action tank” with a mission to advance equitable youth opportunities and outcomes through quality capacity building and policy action across systems and sectors. It is our vision that all young people reach their fullest potential – in education, work, and life.

The Forum is a thriving organization with a budget of \$8 million, a staff of 40, and headquarters in Washington, DC. The Forum overall is funded by a mix of foundations, corporations, and a fee-for-service contract base.

In 2008, the Forum acquired the David P. Weikart Center for Youth Program Quality to strengthen programs and adult practice by building the capacity of public and private agencies to implement quality improvement and performance systems that simultaneously foster professional learning and whole-child development. The Forum’s YPQ research-based core products and services are currently used in more than 4,500 out-of-school time settings nationally and form the basis for quality improvement systems in more than 140 publicly and privately funded systems. The YPQ unit helps youth-serving systems build the safe, supportive, interactive, and engaging environments that are foundational to youth development. From data-driven tools to expert trainings, we equip leaders who serve young people with the positive youth development and SEL-informed resources they need to create a culture of continuous improvement for staff and for youth.

## Position Responsibilities

Strengthen the Forum's core competency of advancing youth development approaches through continuous improvement system building, coaching and training.

Build, lead and support a diverse internal staff team to deliver high-impact continuous improvement systems and related services that respond to the shifting needs of the field and advance the organization's strategic priorities.

Develop strong working relationships and processes to enable the full breadth of the Forum's organizational assets and expertise to be brought to bear in support of our CQI systems building clients.

Provide thought leadership to the organization and field to position the Forum at the leading edge of youth development centered practice and continuous quality improvement, developing content for Forum's regularly cadenced communications channels.

Specific responsibilities include but are not limited to the following:

### Continuous Quality Improvement System Building

- Craft business development strategy to expand YPQI into other youth-serving systems, providing leadership and support to two Director-level roles that provide youth services leaders in provider networks, state and local agencies, and national youth serving organizations with youth development centered continuous improvement systems.
- Advance thought partnership with systems leaders via consultation and technical assistance.
- Increase capacity for CQI systems in youth serving organizations by providing capacity supports for developing CQI system.
- Build internal capacity to design, implement, and evaluate youth development centered continuous quality improvement systems.
- Refine and strengthen business and staffing models that leverage staff and consultants effectively to provide superior service to customers.



### Coaching & Training

- Oversee the Coaching & Training Division to strengthen core capabilities in delivery services to customers, based on an active participatory approach and learning theory for adults and youth.
- Ensure quality and efficiency in team's content development and delivery focused on CQI and youth development and training and coaching to address youth development practice challenges
- Strengthen organizational capabilities to build field capacity via trainer and assessor certification programs that build capacity to implement youth development centered CQI

### Division Leadership

Manage the CQI and Coaching and Training functions within YPQ, providing leadership and support to three Director-level roles:

- Leadership and talent management. Build, lead, and support a committed team with common drive and sense of purpose to maximize unit performance. Develop and maintain clear leadership structures, business processes, and staff supports across the division. Strengthen division's culture, climate, and efficiency, aligning teams to the Forum's values of Courage, Collective Accountability, Collaboration, and Curiosity.
- Business and Resource development. Help secure enterprise-wide funding, including both philanthropic grants and fee-for-service contracts. Develop business development plan and processes to expand YPQI into other youth-serving systems. Implement improved business processes, goals, and objectives.
- Project & Performance management. Assess the unit's structure, staff, business processes, systems, and functions to ensure organizational targets are met. Make changes where necessary to ensure that programs and operations maximize business productivity. Measure efficacy of service delivery and products with a clear set of metrics. Define staff goals and performance expectations that align with the organization's strategic plan and performance management system, providing guidance and conducting regular performance evaluations.



- Content and Product Development: develop regular content for Forum's communications channels, providing insights into the field of youth services. Initiate new value offerings/market outreach.
- Financial management. Maintain bottom-line responsibility for the division's financial performance. Manage annual budget for division, overseeing revenue flow (seasons and cycles); grant and contract budget development; budget forecasts, and expenses.

*This is not an exhaustive list of all responsibilities, duties, skills, efforts, or requirements or working conditions associated with the job. While intended to be an accurate reflection of the current job, management reserves the right to revise the job or to require different tasks. This description does not constitute a contract of employment and The Forum may exercise its employment-at-will rights at any time*

## Performance/Character Requirements

We are looking for a leader with experience building exceptional staff teams that drive growth. In this role you will create a division business development plan in partnership with the EVP and other leaders. Then it's time to get results through exceptional implementation of the plan with the help of the team you lead. Characteristics of successful candidates include:

- **Manages Self** – You ask for feedback on impact of your behavior on others. You identify and follows through on actions in response to constructive feedback. You honestly assess your own strengths and know what weaknesses need support.
- **Leads Courageously** – You act courageously to make changes that will improve the organization. You consistently drive to successful outcomes and stay composed and positive in challenging situations.
- **Communicates Effectively** – You communicate (both in writing and verbally) clearly, succinctly, and in a timely manner. You provide information people need to know to do their jobs, make accurate decisions, and to feel part of a team. You are able to engage an audience and achieve the desired effect in a variety of formal presentation settings.
- **Builds High-Performing Teams/Develops Others** – You form and lead teams capable of getting results. You create a learning environment of creativity and engagement. You can effectively raise and resolve conflict with the team. You provide frequent and timely developmental feedback to others and construct compelling

developmental plans. You take personal responsibility for mentoring high-potential employees.

- **Makes Quality Decisions** – You clearly state where you stand on issues, even if it is unpopular. You seek input from appropriate parties before making decisions, and still make timely decisions.
- **Demonstrates Strategic Agility** – You anticipate future consequences and trends accurately. You're able to align your goals to the overall organizational strategy. You can create breakthrough strategies and plans.
- **Demonstrates Business Acumen** – You understand and create opportunities to cultivate and support exceptional partnerships. You are able to make the case for decisions and initiatives. You adapt strategies and tactics to create a success defined by metrics.
- **Influences and Negotiates** – You influence others by building coalitions or alliances among diverse groups. You effectively adapt influence strategies depending upon the situation. You're skillful at removing barriers that get in the way of effective collaboration among groups.
- **Manages Vision and Purpose** – You inspire commitment to a compelling vision and shared values. You create a climate in which people want to do their best. You're able to champion change and lead the organization through a transition.
- **Thinks Strategically, Executes Skillfully** – You can see the forest through the trees and know how to craft strategic short and long-term programs that are aligned with organizational goals. At the same time, you can't wait to roll-up your sleeves and get the work done.
- **Is Goal Oriented** – We want someone who is a doer, with doggedness, a determination and commitment to reach a goal, and a strong bias toward action. You always find a way to make it happen.
- **Demonstrates Creativity** – While there are tried-and-true tactics in your toolbox, you explore new ways of thinking and continually strive to create best-in-class programs that move your organization and field forward.
- **Handles Ambiguity** – You can effectively cope with change and lead others through it.



- **Communicates Assertively** – As a senior-level communicator, you express opinions directly, confidently, and accurately. You can also be very persuasive and influence the way others think, feel, or behave.
- **Collaborates & Values Relationships** – You can quickly gain the respect and trust of your direct reports, peers, and leadership team. You understand the importance of listening, asking probing questions, and allowing others to be heard.
- **Takes Risk** – The entrepreneurial spirit shines through in your willingness to experiment with new approaches and act even though the outcome is uncertain.
- **Models Diplomacy** – You have worked in diverse settings and understand the cultural sensitivities of doing business with partners and clients around the country. You are tactful in dealing with diverse people or situations.
- **Exhibits Professional Acumen** – You demonstrate confidence, experience, and poise under pressure.

## Qualifications

- Bachelor's degree in related field, such as public administration, youth development, developmental psychology, education, or social work; Ph.D or Ed.D degree preferred.
- 15+ years' experience in translating research to practice and/or continuous quality improvement that supports child and youth development.
- 5+ years management experience
- Proven track record in leading applied research and evaluation efforts that result in practice changes that yield measurable results for children and youth.
- Experience evaluating and analyzing systems change, reforms, and program integration efforts in education, workforce development, and/or youth services to improve efficiency, effectiveness, and equitable outcomes in youth serving systems.
- Experience using research evidence and data to drive improvement across a range of stakeholders, and communicating research and data findings in ways that are accessible to broad audiences.
- Proven experience providing strategic counsel and guidance to executive leadership team members.



- Solid judgment / temperament in dealing with confidential and sensitive information and issues.
- Willingness to travel, as needed.

## Working Location

The Vice President, Continuous Quality Improvement is a remote position that can be based anywhere in the U.S. and leads a fully remote team. Occasional travel is expected for in-person team meetings and client/partner meetings (estimated 10-20% time).

## Position & Compensation

The salary range, duties and responsibilities of this position meet the requirements of Section 13 (a) (1) of the Fair Labor Standards Act and therefore qualifies as an "exempt" position. The salary range for this leadership position is between \$110K and \$135k, dependent upon experience and qualifications. Benefits include 20 vacation days per year, 10 sick days per year, health insurance, dental insurance, vision insurance, STD/LTD, AD&D, 403b contribution, parental leave, and bereavement leave. Please send resume and cover letter with salary requirements to: [jobs@forumfyi.org](mailto:jobs@forumfyi.org). Applications will be reviewed on a rolling basis. If your application is selected for an interview, you will be contacted directly. No telephone calls or inquiry emails, please.

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*The Forum for Youth Investment is committed to creating a diverse work environment and is proud to be an Equal Opportunity Employer and drug-free workplace, and to comply with ADA regulations as applicable. All applicants are considered for all positions without regard to race, religion, color, sex, gender, sexual orientation, pregnancy, age, national origin, ancestry, physical/mental disability, severe/morbid obesity, medical condition, military/veteran status, genetic information, marital status, ethnicity, alienage or any other protected classification, in accordance with applicable federal, state, and local laws. We encourage individuals of all backgrounds to apply. If you are a qualified candidate with a disability, please email us at [jobs@forumfyi.org](mailto:jobs@forumfyi.org) if you require a reasonable accommodation to complete your application.*