

PRESENTED BY:

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**Volunteers of America®**

**MINNESOTA AND WISCONSIN**

**President & CEO**

## COMPENSATION

Salary Range: \$250,000 - \$325,000

Applications will be accepted until April 11, 2025 with review of candidates beginning immediately.

To apply, send your resume and cover letter to Lars Leafblad, [lars@ballingerleafblad.com](mailto:lars@ballingerleafblad.com).





# Volunteers of America

## Minnesota and Wisconsin

### President & CEO

Ballinger | Leafblad is honored to collaborate with Volunteers of America - Minnesota and Wisconsin (VOA MN/WI) to find their next President and CEO. This leader will guide an organization dedicated to communities by integrating health, housing, and human services. VOA MN/WI envisions communities where all lives are uplifted and works to close the gap between people and possibility through services spanning housing, health, education, food, treatment, and support. In 2023 alone, they provided direct assistance to thousands of individuals across Minnesota and Wisconsin.



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# OVERVIEW

Serving more than 22,000 people annually across 110 communities, VOA MN/WI has been a trusted nonprofit provider of health and human services for over a century—dedicated to uplifting individuals and families in need.

VOA MN/WI offers programs in housing, health, education, food, treatment, and support. With a team of over 500 staff and the support of dedicated volunteers, the organization works to close gaps in access to essential services, fostering resilience and well-being for people of all ages and backgrounds. The organization is led by a President and Chief Executive Officer who reports to an independent board of directors and has an operating budget of approximately \$40 million.

## National

Volunteers of America (VOA) is one of the nation's largest and most respected social service organizations, serving over 1.5 million people annually across more than 400 communities in 46 states, as well as the District of Columbia and Puerto Rico. VOA operates through 31 local affiliates, each individually incorporated and governed by local boards of directors, chartered to carry out the organization's mission in their respective geographic areas. At the national level, VOA is a unique ministry of service, driven by compassion and a commitment to provide services to people of all backgrounds.

## VISION & IMPACT

We close the gap between people and possibility with services that span housing, health, education, food, treatment, and support.

## MISSION & APPROACH

Our mission is to help people build hope, resilience, and well-being through the integration of health, housing, and human services.

## VALUES

### Compassion

See, hear, and stand with those whom we walk alongside.

### Integrity

Act in congruency, ensuring our actions match our words.

### Perseverance

Tap into passion and purpose to overcome challenges.



# OVERVIEW

## History

National Volunteers of America was founded in 1896 by Ballington and Maud Booth. Ballington Booth described the special role of VOA as “an organization which brings together the work of the church and the work of the social service organization.”

Volunteers of America was founded in Minnesota in 1896 (one of the earliest chapters formed) and in Wisconsin in 1929. The two organizations merged in 2013 forming one of the oldest and largest health and human service organizations in the upper Midwest.

## President & CEO Transition

This exciting opportunity is available due to the retirement of Julie Manworren, President & CEO since 2020. The organization recently completed a 4-year Strategic Plan for the years 2025–2028, focused on integrating health, housing, and human services to enhance whole-person care while strengthening financial sustainability, workforce investment, and community partnerships.



# STRATEGIC PILLARS

**A bold commitment to integrate health, housing, and human services, creating healthy communities for all through compassion, integrity, and perseverance.**

**VOA MN/WI's Strategic Plan for Fiscal Years 2025–2028 focuses on four key pillars:**

**Centering Community Impact on Integrated Whole-Person Services**

Enhancing service delivery by integrating health, housing, and human services to address the holistic needs of individuals and families.

**Investing in the Workforce**

Recognizing staff as the hands and heart of the mission, the organization is committed to providing support, development, and resources to its employees.

**Strengthening Financial Sustainability and Future Focus**

Ensuring long-term viability through sound financial practices, innovation, and adaptability to future challenges.

**Amplifying Impact Through Partnerships, Advocacy, and Fundraising**

Building and nurturing relationships with community partners, engaging in advocacy efforts, and enhancing fundraising initiatives to expand the organization's reach and effectiveness.

[Read the full strategic plan.](#)





# SERVICES & PROGRAMS

VOA MN/WI builds healthy communities through the integration of health, housing, and human services to help people and communities build hope, resilience, and well-being. By co-creating whole-person solutions across the community-based continuum of care and opportunity, VOA MN/WI fosters safe and stable homes, healthy minds and bodies, access and opportunities, and community belonging and social connectedness.

Read more about their programs [here](#).

## CORE CAPABILITIES TO MEET THE NEEDS OF THE FUTURE



**70+**

programs and  
services

We braid resources across sectors to  
offer comprehensive, integrated  
support for complex needs.

**114,472**

hours of service

**4,104**

older adults and  
people with  
disabilities

in public housing received in-home  
support or community health worker  
services.



## Culture

Staff throughout Volunteers of America - Minnesota and Wisconsin are committed and passionate about the mission of the organization. The following comments are examples of this commitment:

"At VOA, we're about social justice and spirituality."

"In our culture, all are welcome; that includes clients and fellow staff members. I feel welcomed wherever I go in the organization."

"I love that our services are broad and complex. There is a reach to our work that I feel good about."

"We're a high performing organization. We do good and we achieve results."

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"We are here for who  
we serve. It's a  
compassionate place.  
Care for others is our  
mindset."

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# NATIONAL NETWORK

**Being the CEO of a VOA affiliate provides the opportunity to lead with autonomy while benefiting from the strength of a national network. The national organization equips affiliates with resources, connections, and strategic guidance to enhance local impact.**

## **National Support & Network**

VOA connects affiliates to a nationwide network of leaders across 400+ communities, facilitating collaboration, shared learning, and resource exchange. New CEOs gain immediate access to structured on-boarding, including mentorship from experienced affiliate leaders and guidance from senior national staff.

## **Leadership & Professional Development**

VOA invests in executive growth through structured programs such as CEO Orientation, monthly CEO calls, and biannual KeyMakers Executive Summits in partnership with Cornell University. Leadership development also includes CEO mentoring, coaching, and ongoing training to support both new and seasoned executives.

## **Brand & Advocacy Power**

Affiliates benefit from VOA's national reputation and advocacy leadership, strengthening credibility with funders, policymakers, and community partners. The national office leads policy efforts on social issues, equipping affiliates with the tools and insights needed to amplify their local impact.

## **Operational Resources**

VOA provides comprehensive support in HR, finance, compliance, and strategic planning, streamlining operations so CEOs can focus on mission-driven leadership. National Affiliate Liaisons serve as key advisors, connecting affiliates with national office resources to ensure sustainable growth and success.





# PRESIDENT & CEO

## SUMMARY

The President & Chief Executive Officer serves as the visionary and strategic leader of Volunteers of America MN/WI, a faith-driven nonprofit dedicated to uplifting individuals and communities. Grounded in the organization's values, national charter, and local strategic priorities, the President & CEO provides bold leadership to drive impact, financial sustainability, and long-term growth.

This leader ensures that programs and operations are mission-aligned, effective, and responsive to community needs while optimizing resources for maximum benefit. They oversee all aspects of the organization, including financial stewardship, operational excellence, talent development, and fundraising/resource development.

In partnership with the Board of Directors, the President & CEO shapes and executes the strategic vision, fostering innovation, expanding partnerships, and positioning VOA MN/WI for continued success in serving the region.

## PRIMARY RELATIONSHIPS

Chairperson of the Board of Directors of Volunteers of America MN/WI, Reporting Senior Staff, VOA National Office, Funders, Government Agencies, and Volunteers of America Local Affiliate Presidents.

## DIRECT REPORTS

Chief Financial Officer; Senior Vice President, Programs and Mission Advancement; Senior Vice President of Human Resources; Director of Spiritual Care and Social Justice Clinical Pastoral Education; Executive Coordinator and Board Liaison.

## KEY LEADERSHIP QUALITIES NEEDED

**Mission-Driven Leadership** Ensures every decision, strategy, and resource aligns with the organization's mission for maximum community impact. Fosters a purpose-driven culture, inspiring stakeholders and teams to stay deeply connected to the mission while balancing sustainability and growth.

**Drives Results:** Proactively anticipates future needs and creates a mechanism for overcoming hurdles, setting high standards for the organization and holding others accountable. Ensures organizational strategies are translated into measurable objectives and actionable plans.

**Activates Change:** Highly adaptable and able to quickly assess situations and determine how to move objectives forward.

# KEY RESPONSIBILITIES

## TRANSFORMATIONAL LEADERSHIP & MANAGEMENT

- Ensure mission remains at the center of all decisions, balancing financial discipline with community impact and sustainability.
- Lead VOA MN/WI through a pivotal period, ensuring alignment between mission, strategy, and impact.
- Champion a growth mindset, leveraging data-driven insights to anticipate challenges, seize opportunities, and position the organization for long-term success.
- Build a high-trust, high-accountability culture that encourages collaboration, inclusion, and performance excellence across all levels of the organization.
- Lead the ministry of service, providing spiritual care and guidance for the organization's ministers and ensuring faith-based values are integrated into service delivery.

## STRATEGIC & FINANCIAL OVERSIGHT

- Oversee the development of an annual budget for Board approval, integrating future-focused financial planning and programmatic priorities.
- Utilize financial analysis to assess organizational performance, identify and manage enterprise and financial risks and opportunities, inform decision-making, and guide the affiliate to long-term, sustainable operating margin performance.
- Ensure compliance with all Federal, State, County, and City licensing and regulatory requirements, including contracts, facilities, building and zoning codes, and Volunteers of America chartering standards.

## TALENT MANAGEMENT & TEAM-BUILDING

- Lead by example, fostering a high-performance culture rooted in collaboration, innovation, and mission-driven excellence.
- Attract, develop, and retain top-tier executive talent, ensuring a diverse and highly effective leadership team.
- Promote an environment of engagement, inclusion, and shared accountability across all levels of the organization.
- Invest in leadership development and succession planning to ensure long-term organizational strength.

## BOARD OF DIRECTORS

- Collaborate with the Board of Directors to develop, update and ensure compliance with the organizational strategic plan and National charter standards.
- Actively participate in all aspects of the Board development process.
- Support and guide the Board's governance, composition, and committee structure.



# QUALIFICATIONS

## VISIONARY & TRANSFORMATIONAL LEADERSHIP

- Demonstrated ability to develop, articulate, and execute a bold, future-focused vision that drives strategic growth and impact.
- Leads with clarity and purpose, aligning the organization's long-term goals with its mission while fostering a culture of innovation and resilience.
- Inspires and mobilizes teams, Board members, and stakeholders around a shared vision.

## EXPERIENCE & TECHNICAL EXPERTISE

- Relevant advanced degree with a minimum of 10 years of executive leadership experience in a nonprofit human services organization and relevant government agencies.
- Preferred experience overseeing complex, 24/7 residential and community-based services.
- Proven ability to lead financial strategy, risk management, technology integration, communications, resource development, governance, and continuous quality improvement.
- Strong acumen in operational efficiency, cost management, and revenue diversification to ensure financial sustainability and mission-driven growth.

## RELATIONSHIP MANAGEMENT

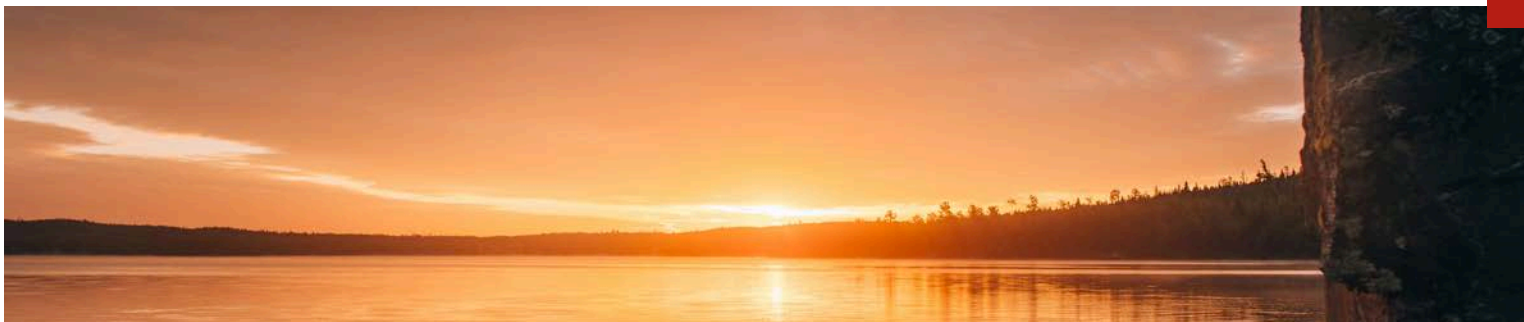
- Exceptional ability to cultivate and strengthen partnerships with Board members, senior leadership, government funders, and key community stakeholders.
- Skilled in navigating complex funding landscapes and leveraging relationships to drive sustainable impact and financial resilience.

## COMMITMENT TO EQUITY & INTEGRITY

- Passionate about advancing diversity, equity, inclusion, and belonging, ensuring these principles are embedded in leadership, decision-making, and service delivery.

## MINISTERIAL REQUIREMENT

President & CEO is required to become a Volunteers of America minister within 3 years of employment. The ministerial credentialing is a unique opportunity to embody VOA's faith-based mission, leading with compassion and service to uplift the most vulnerable in our communities.





## Approach to spiritual care focuses on:

- **Honoring inherent dignity:** Embracing the body-mind-spirit connection.
- **Listening with care:** Creating space for stories and struggles.
- **Offering a non-judgmental presence:** Providing unconditional support.
- **Witnessing resilience:** Celebrating the strength found in life's challenges.
- **Encouraging transformation:** Supporting healing and growth in every journey.

## Compensation & Benefits

The salary range for this position is:  
\$250,000 - \$325,000.

Total compensation includes participation in group employee benefit plans covering medical, dental, and vision insurance, company-paid life and disability coverage, retirement savings opportunities, performance-based incentive compensation, and accrued paid time off, including vacation, sick leave, and holidays.

### HOURS AND TRAVEL

Availability to work flexible hours is required.  
Ability to travel is required.





# MEET THE SEARCH COMMITTEE

Get to know the passionate and dedicated members of the Search Committee—an inspiring group committed to finding the next visionary leader to continue building on the legacy of Volunteers of America - Minnesota and Wisconsin. These leaders will guide key decisions throughout the search process and conduct interviews to ensure the best match for VOA MN/WI's future.



**Lynn Blake**  
Board Treasurer



**Marit Brock**  
Board Vice Chair



**Margaret Ratcliff**  
Executive Vice President of  
Affiliate Relations, VOA



**Nirav Sheth**  
Board Member



**Peter Sop**  
Immediate Past Chair

## To Apply

We strive for a transparent and supportive process, starting with an initial review of applications, followed by exploratory conversations with qualified candidates, in-depth interviews, and open communication throughout. There will be an immediate and ongoing review of candidates, so we encourage and appreciate early applications. All inquiries will remain confidential.

To apply, send your resume and cover letter to Lars Leafblad, [lars@ballingerleafblad.com](mailto:lars@ballingerleafblad.com). Applications close April 11, 2025.

General inquiries may also be directed to Lars Leafblad.

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## Ballinger | Leafblad Search Team

Our collaborative search model is led by partners who bring expertise across recruitment strategy, engagement, communications, and project management, ensuring a comprehensive and relationship-focused approach to finding the right leader.



Lars Leafblad

Co-Founder & Partner



Jamie Millard

Partner



Damon Shoholm

Partner

ballinger  
leafblad

### ABOUT BALLINGER | LEAFBLAD

Founded in 2014, Ballinger | Leafblad is a civic-focused executive search firm driven by a passion for strengthening leadership in mission-driven organizations. Rooted in partnership and a deep connection to the communities we serve, we specialize in matching organizations with exceptional leaders who align with their values and vision. Our approach is relationship-centered and designed to foster meaningful, long-term impact.

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