



## ASSOCIATE DIRECTOR OF RESIDENTIAL SERVICES

### ABOUT THE ORTHOGENIC SCHOOL

At the “O-School”, bright, creative young people and their families find help and hope when faced with emotional challenges and/or autism. With over 75 years of experience utilizing milieu therapy, the O-School is recognized for providing individualized and clinically sensitive care that addresses the emotional and learning needs of students and their families through relational therapy, strong academics, and a nurturing, consistent, and inclusive atmosphere.

Milieu therapy is a comprehensive approach that seeks to treat the whole person by understanding and working with the dynamics at play with each individual, including internal and external forces. The implementation of milieu therapy, a treatment concept that has evolved throughout the 20th century, was one of the most significant and enduring contributions of Dr. Bruno Bettelheim, the O-School’s director from 1944 until 1973.

The life-changing impact of the external setting was proven to Dr. Bettelheim as a young man while he was imprisoned in a Nazi concentration camp. There, he saw first-hand how people could become de-humanized by their environment. Why, he asked, couldn’t the opposite also be true?

Bettelheim’s study of his fellow prisoners—together with his later study of psychoanalysis, Dr. Freud’s “ego” based theories, and his work in the 1940s with Anna Freud at the O-School—led to his innovations in milieu therapy as a methodology for caring for children who did not fit

#### Key Facts

- \$9.0 million annual budget
- \$9.0 million total revenue
- 100 faculty and staff
- 42 residential students
- 35 day-school students

#### Mission

The Orthogenic School’s mission is to give its students a second chance to succeed and grow in school and beyond. To ensure success, the O-School emphasizes the development of key life skills.

#### Visit



Visit the O-School:  
[www.oschool.org](http://www.oschool.org)

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elsewhere. This comprehensive milieu treatment model—in an evolved form—is still in operation today.

There are six components to the O-School’s milieu approach, including supportive and therapeutic relationships, daily routine and structure, continuous exploration of live events, a focus on self-care, developing friendships and peer groups, and a supportive physical space. For most students, the O-School puts an end to the cycle of repeated, short-term, and often unsuccessful mental health treatments and interventions. Students from all over the world attend, with awe-inspiring results.

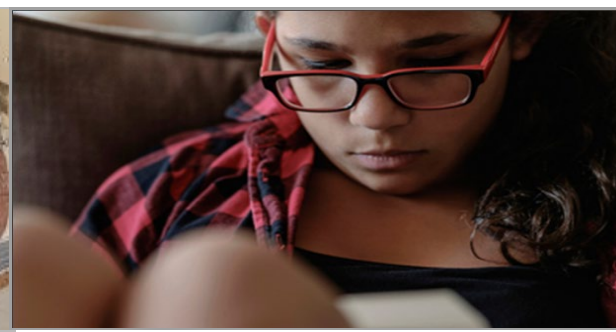
Through its 100-year history, several changes in the School’s administration and clinical focus have naturally occurred. Today, an evolved milieu blends with advanced psychodynamic and relational therapy practices, and the School continues to build on its reputation as a highly desired treatment and educational center. Therapeutic Day and 24/7 Residential Programs for elementary, junior high, and high school-aged students prepare them to return to their home schools or to post-secondary education after high school. Through comprehensive supports, O-School students develop the skills necessary to build productive and meaningful lives.

Children are recommended to the O-School, often by school districts as a result of behaviors that cannot be supported in conventional classroom settings. Currently, there are students from six states and 31 school districts in the Chicago area. A small percentage are from outside the area. The average stay is two years. The O-School can accommodate children from Kindergarten through the age of 21; the average age presently is 11. Two to three children are admitted for every 35 to 40 applications.

## THE ASSOCIATE DIRECTOR OF RESIDENTIAL SERVICES

The Associate Director of Residential Services (AD) reports directly to the Executive Director and oversees the Residential Program and its clinical effectiveness. This role includes extensive supervision, guidance, and leadership of a team of clinicians and counselors to ensure their capacity to meet the needs of 40 to 45 students with extraordinary emotional and psychiatric needs, their families, and all external partners. The Associate Director also oversees operational aspects of the O-School to ensure consistency between mission and implementation at all levels.

The AD collaborates with the Principal and other faculty members to ensure a seamless and consistent delivery of service throughout the 365-day, 24-hour, 7-day, Residential Program. While not expected to reside at the School, the AD is expected to be aware of what is occurring in the dormitories and to be available when needed. There are five dormitories that house eight



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students each. Each dorm is served by a Master's-level dorm manager and a counselor. A Residential Program Manager supervises and oversees the dorms.

As a Leader within the milieu, the Associate Director will exemplify and promote continuous learning among the faculty and staff and will produce ongoing programmatic evaluation, growth, and improvement. The Associate Director will serve as a role model and demonstrate cultural competency and sensitivity, ensuring the highest respect and dignity at all levels of the School. As a member of the school's leadership team, the AD will be responsible for representing the O-School at local and national conferences and external organizations. This leadership position also includes regular Board interaction.

## MAJOR OBJECTIVES

The Associate Director is expected to achieve the following in the first 12 to 18 months in the role:

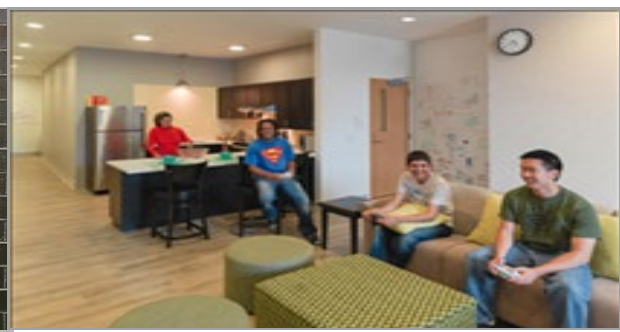
- Develop and implement a comprehensive training program for counselors and dorm managers that incorporates the therapeutic milieu.
- Serve as a highly productive member of the senior team, including serving as a thought partner on issues regarding the direction of the O-School.
- Establish growth plans for all direct reports.
- Foster a relationship with all children in residence and their families.

## RESPONSIBILITIES

The Associate Director of Residential Services has the following primary responsibilities:

### RESIDENTIAL PROGRAM LEADERSHIP

- Develop and implement a comprehensive training program for counselors and dorm managers that incorporates the therapeutic milieu.
- Remain current in best practices for leadership and organizational development across the milieu.
- Oversee staff selection, supervision practices, and ongoing training and evaluation for residential staff.
- Oversee daily dormitory plans that ensure safety and well-being of students and adequate support for 24-hour care.



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- Develop and maintain strong processes to ensure complete and high-quality documentation that includes contact logs, therapy notes, progress reports, and intake and discharge paperwork.
- Represent the School and students at identified treatment meetings and foster a learning environment that engages residential leadership.
- Lead the development of innovative programming through collaboration with Residential Leadership and the Crisis Intervention Team.

## COMPLIANCE AND DEVELOPMENT

- Assume a leadership role in the local and nationwide licensure and accreditation processes related to the O-School, such as IL-Department of Children and Family Services and Council on Accreditation.
- Manage the compilation of data included in the School's unusual Incident Reports and serve as the liaison to the Board Committee that monitors these incidents.

## GENERAL OPERATIONS

- Manage the ancillary operations and staff that impact and support the Residential Program and School, including building, grounds, security, medical, nursing, dining, and administration.

## LEADERSHIP

- Serve as a member of the O-Schools senior team, helping to ensure the highest quality experience always.
- Work closely with the Finance Department to develop and manage budgets and resources.
- Develop a high performing Residential Leadership Team through professional development and talent acquisition.

## STRATEGIC PLANNING, PROGRAM DEVELOPMENT AND INNOVATION

- Collaborate with O-School leaders to identify long term strategic direction and areas of operational growth.
- Ensure ongoing quality improvement.



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- Forecast and anticipate evolving trends in special education and mental health and, in collaboration with the Clinical Director, introduce new practices into the milieu.

## COMMUNICATION AND MARKETING

- Maintain consistent and timely communication practices with colleagues and with external stakeholders and partners.
- Contribute to Research, Communications, Marketing, and Continuous Learning by preparing high level presentations, blogs, and journal articles in relevant publications.

## MILIEU MAINTENANCE

- Participate in developing policies and procedures for all-school programming, including residential and dorm.
- Manage and assume on-call responsibilities consistent with a round-the-clock operation.
- Model therapeutic and effective interactions with students and staff.

## QUALIFICATIONS

The individual selected for this role will bring a balance of clinical insight, administrative skills, and organizational leadership. They will have an educational and professional background to match. Ideally, this individual will hold a clinical/educational or medical license and will have advanced education in organizational leadership. Additionally, the Associate Director of Residential Services will bring the following background and professional experience:

- Doctorate in Clinical, Educational, or Medical field is preferred, as is Licensure in Education, Psychology, Social Work or related field.
- Master's degree in a relevant discipline such as Education, Psychology, or Social Work is the minimum requirement.
- Nonprofit leadership experience coupled with five years of successful senior level experience.
- Demonstrated record of building successful programming that reflects a strong commitment to social impact organizations.
- Relevant experience working with children and families, using the strength perspective as a foundation.
- Extensive knowledge and experience in a 365 x 7 x 24 organization.
- Solid budget experience.



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- Inspirational management and leadership that develops individual, team, and organizational capacity.
- Impeccable integrity and work ethic.
- High degree of teamwork and collaboration.
- High comfort with technology and software.
- Physical capacity to be trained in and to utilize non-violent physical intervention techniques.
- Excellent and compelling written communication and presentation skills.
- Demonstrated cultural competency.

## APPLICATION

The Sonia Shankman Orthogenic School has retained Campbell & Company to conduct this search. The team for this project includes Marian DeBerry, Senior Counsel; and Emily Thompson, Associate Consultant. To be considered for this opportunity, please send a letter of interest and resume to:

**Emily Thompson**

Associate Consultant, Executive Search

[Emily.thompson@campbellcompany.com](mailto:Emily.thompson@campbellcompany.com)

Phone: (312) 896-8891

*The Leslie Shankman School Corporation is an equal opportunity employer. All applicants are considered for employment without regard to race, color, religion, sex, national origin, ancestry, sexual orientation, age, pregnancy, marital or veteran status, mental or physical disability.*

