



## **WILLIAM H. SADLIER, INC JOB DESCRIPTION**

### **Vice President, Shared Services New York City, New York**

For over 185 years, William H. Sadlier, Inc. has developed high-quality learning programs for K-12 students. The company notes its mission as the following: “Sadlier creates experiences that inform and transform the hearts and minds of learners in all educational settings and throughout life. We remain driven by our commitment to serve educators in schools and parishes to unlock the full potential of all individuals. As a focused publisher, we work closely with our customers to understand their unique needs and provide innovative solutions in and out of the classroom.”

Sadlier now seeks a Vice President, Shared Services, a pivotal role for the organization and a member of the publishing leadership team, reporting directly to the Senior Vice President and Publisher. This individual is responsible for the strategic and tactical direction and management of a Shared Services group that includes Program Management, Production, Design, Quality Assurance, Publishing Systems, and escalated Customer Support, with a focus on optimizing use of these services and the company’s resources across publishing. The Vice President, Shared Services supports the entire Publishing Group to develop and deliver the most effective research-based online, print, and blended course materials available in the market, and accompanying services, including professional development solutions, for use by students and teachers, parishioners and catechists. The Vice President, Shared Services will work and direct the shared services team according to the operating principles identified as critical by the organization:

- to ensure success with scheduling and managing individual programs from ideation through delivery with a program management focus,
- to anticipate all the organization’s needs and requirements in preparing programs for launch into the market, including all program materials needed by Marketing and Sales for their pre-launch and launch campaigns,
- to install and support the use of systems and tools that support the goals of Publishing and the organization, including a media-agnostic workflow that delivers whole programs, digital and print, to the market on a timely basis,
- to partner with the product teams, the business manager, and Digital Strategy in ways that drive and improve overall success of publishing and investment, and especially to improve content delivery across modalities,
- to test and use new models of services (such as increased outsourcing), for ongoing business management improvement,

- to lead change management in Shared Services in order to improve our work, use of shared resources, and effectiveness,
- to work successfully with executives and leaders in market-facing publishing and digital strategy,
- to focus on high-impact activities and priorities that allow us to achieve our priority goals,
- to identify our customers' needs and place priority around them,
- to use, and direct staff to use, creativity and ingenuity to solve problems, and work to high standards,
- to create and maintain a high-performance culture where the achievements of individuals and teams are recognized and rewarded,
- to work with staff, partners, and customers with great transparency and excellent communication, and
- to always act with and model the principles, behaviors, and actions we value and expect of others.

The Vice President, Shared Services will manage and direct all publishing services and the publishing process and its workflow to deliver programs (learning products and services) as identified and planned by Sadlier's Publishing teams and leadership. Specifically, the Vice President, Shared Services will do the following:

- Deliver high-quality products per Sadlier goals, objectives, directions, and the Publishing Plan, and excellence in production management and process implementation.
- Implement a future-state publishing process with successful workflows that grow more media-agnostic, efficient, cost-effective, in delivering whole programs (all components) simultaneously or close to simultaneous into the market, and continuously optimized.
- Determine, along with the SVP, Publishing, the composition of the production management group that plans and delivers on our publishing plans, including new or revised roles that fully deliver on the company's needs within publishing and other essential functions.
- Lead in assessment and change management of work resource decision making for appropriate use of on-staff resource, vendors, and contractors
- Develop robust resource planning and establish detailed procedures for maintaining the highest and most effective standards of operations and maintain a regimen of problem solving for optimization and continuous improvement of production operations in the organization.
- Lead and direct production, design, and systems staff for ongoing effective work and communications; coach for individual performance excellence; and drive teams and individuals in best-practice work and behavior.
- Establish clear, measurable goals and objectives by which to determine individual and team results (i.e. operational metrics, results against project

- timelines, knowledge of operational roles and responsibilities and development goals).
- Work with adjacent functions and functional leaders within Publishing (market-facing VPs, director of digital strategy, and directors of publishing services) to assess scope of new product plans, to develop fully operational plans to deliver them to market, to ensure optimized process and workflow, and to provide clarity of roles and responsibilities.
  - Develop and direct the management of Sadlier's production capability, including negotiating favorable contracts with external service providers, facilitating the effective deployment of all production vendor resources, measure effectiveness of all processes based on cost and schedule.
  - Effectively problem-solve
  - Interact regularly with executive team and individual department heads to ensure that the Company's operational priorities are aligned with overall Company direction and in alignment with priorities as established by the SVP, Publishing and the executive committee.

#### Requirements

- 15+ years of expertise in educational publishing, with proven ability to successfully construct, direct, and manage multiple teams as well as individuals, and projects simultaneously, on schedule and budget, and in alignment with an organization's core mission, operating principles, and publishing strategies and objectives
- Program Management certified
- Proven leadership skills and progressive orientation, to work effectively in a work culture and business with immense upside and to consistently and successfully inspire and collaborate with others
- Superior communication, collaboration, and time management skills
- Current, accurate understanding of unified publishing for digital, print, and blended delivery of programs and services
- Experience and knowledge of all systems, workflows, and processes to deliver, sustain, and improve publishing production operations
- Ability to determine and lead change and innovation in production operations and in alignment to organizational direction and plans
- Strong team building and program leadership skills
- Evidence of willingness, ability, and commitment to tackle highly challenging scenarios with curiosity, risk-taking, and integrity, as an individual contributor, leader, and team player
- Ability to liaise with colleagues at all levels within and outside of the organization