

## ORGANIZATIONAL OVERVIEW

Catholic Charities Corporation, which was founded in 1912, provides programs and services to children and families, older adults, individuals with disabilities and persons needing emergency assistance who live in the eight counties of the Catholic Diocese of Cleveland (Ashland, Cuyahoga, Lake, Lorain, Medina, Summit and Wayne). As one of the largest providers of social services in Northeast Ohio, Catholic Charities offers 159 services and 190 programs at dozens of sites. In 2012, 399,275 people benefitted from programs and services provided by more than 700 employees. Despite the scope of the organization, sites and programs strive to maintain individual identities in the communities they serve.

### Organization Structure and Capacity

#### Mission

Employees, volunteers and board members are guided by the mission of Catholic Charities which states: *Under the leadership of the Bishop of Cleveland and inspired by the Gospel, Catholic Charities continues the mission of Jesus by responding to those in need through an integrated system of quality services designed to respect the dignity of every person and build a just and compassionate society.* All people are served regardless of religious affiliation.

#### Organizational Structure

Catholic Charities, which is part of the Catholic Diocese of Cleveland, operates under a Member Structure. Under the direction of Bishop Richard Lennon, Mr. Patrick Gareau serves as the president and chief executive officer. A board of trustees meets quarterly to make recommendations and monitor the performance of the organization, which is comprised of three divisions: 1) Community Services; 2) Parish Outreach and Emergency Assistance and Specialized Services; and 3) Treatment, Prevention and Recovery.

*Community Services:* This division encompasses three early learning centers, nine Head Start sites, and three family centers, employment and training and a center for Hispanic older adults in Cuyahoga County, and the sites in the seven other counties of the diocese. The family centers offer activities for families and children, including but not limited to: afterschool activities; computer labs; support for foster and adoptive families; summer camp; youth leadership-building activities; arts and culture (e.g., music, dance); hot meals and socialization for senior adults; and more. Sites in the other counties offer services such as early childhood mental health; mental health counseling; summer camp; hot meal and socialization for senior adults.

Ms. Bernadette Washington is the executive director of Community Services.

*Parish Outreach and Emergency Assistance and Specialized Services:* This division focuses on the spiritual development of individuals and families and on services provided to special populations – immigrants and refugees, persons with disabilities and individuals who are homeless. Hot meal and pantry programs are offered at centers and shelters; services for newly arrived refugees; educational, religious and support services for persons with disabilities; CYO; young adult ministries, pro-life; and marriage and family, and pastoral services. Mr. Terry Flanagan and Mr. John Klee are co-executive directors.

*Treatment, Prevention and Recovery:* This division focuses on residential and outpatient services to prevent drug, alcohol and other drug use, and offers treatment options for those seeking to recover from chemical dependency. In addition, this division offers community-based mental health services, and prevention programs. The Hispanic Services office is one of the few programs in the state that offers prevention and treatment programs for Hispanics. This division is also responsible for providing services to families engaged in foster care and adoption process. Ms. Maureen Dee is the executive director of this division.

*Administrative Services:* Centralized administrative services provide support for staff and the implementation of programs and services described previously. Services provided are: finance/payroll; fund development (grants); human resources, information services; marketing, training and quality improvement. These services provide the infrastructure to support staff and monitor financial, human and program performance. For more information about programs and services, visit the Catholic Charities website at <http://ccdacle.org/>. The most recent annual report can be found under the “About Us” section.

## **PROBLEM STATEMENT**

Despite the size of Catholic Charities and the scope of services provided, we do not have a formal internship program. Most students who have interned at Catholic Charities have done so in a clinical placement; however, there is currently no formal means to assist students and support the staff supervising them. Catholic Charities’ leadership recognizes that a formal internship program would be mutually beneficial to colleges, universities, students and Catholic Charities. We recognize that we can offer a wide-range of internship opportunities – from social worker and counseling placements as well as in administrative areas, entrepreneurial opportunities in new service development and strategic planning. Conversely, we recognize that our organization could benefit from student interns’ new ideas, energy and knowledge. Interns may also be candidates for employment upon graduation or later in their careers.

*Proposed Project:* Capstone students will conduct a comprehensive needs assessment to determine potential internship placements throughout Catholic Charities, identify current placement practices (which are limited and “informal.”); and use the findings to make recommendations to Catholic Charities staff and leadership.

## **GOALS, OBJECTIVES AND OUTCOMES**

*Goal:* To determine the need and potential for developing a formal internship program.

*Objectives:* To accomplish this goal, objectives may include, but are not limited to:

- Identifying internal programs and services that could benefit from interns, including sites outside of Cuyahoga County.
- Determining internal programs and services that have used or currently engage interns.

- Researching and identifying top college and university prospects with which Catholic Charities could develop a working relationship for placing interns, and identifying the schools' requirements for placement.
- Identifying components or qualities of a successful placement, based on JCU's project team members' knowledge and experience.
- Researching successful internship programs in place at similar organizations to determine best practices that could be incorporated into the internship program at Catholic Charities.
- Identifying "best practices" for orienting (or on-boarding) interns to the organization and specific placement.
- Making recommendations to Catholic Charities based on the results of needs analysis.

*Outcome:* The desired outcome will be a comprehensive analysis, including a review of data/information collected, and recommendations for the development of a formal internship program.

### **BENEFITS TO PROJECT TEAM MEMBERS**

As a result of completing this project, it is expected that students/project team members will learn and contribute the following:

- Students will learn about a large organization that supports dozens of sites and programs that operate somewhat autonomously in their neighborhoods/counties.
- Students will have the opportunity to interview and interact with executive directors, directors, program directors and "front-line" staff when completing the assessment.
- Students will have the opportunity to interview and interact with administrative staff and learn about these functions in a nonprofit setting.
- Students will be able to share their vision of an ideal internship placement.
- Students will be able to assimilate information gathered, analyze results, and make recommendation to Catholic Charities leadership.

### **CATHOLIC CHARITIES COMMITMENT**

Catholic Charities is committed to providing support to the project team, their Capstone professor and relevant experts and John Carroll to ensure successful completion of this proposed project. A project team<sup>1</sup> has been assigned to investigate the need for and potential development of a formal internship recruitment and placement process. This team, along with staff throughout the organization will avail themselves to students during the project period.

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<sup>1</sup> A list of titles represented on the project team is on the next page.

A representative(s) from this project team will:

- Attend a meeting at JCU in early April.
- Meet with students at the agency location before May 2.
- Be available by phone or e-mail to answer questions as the project progresses.
- Review and agree to the memorandum of understanding.
- Provide students with any agency information necessary to complete the project.
- Attend the students' presentation during the last week of the course.

### **SUMMARY**

This proposed Capstone Project will expose students to an organization with more than 100 years of service to the community that spans eight counties and encompasses urban, rural and suburban settings. This project will further foster the relationship that Catholic Charities has with John Carroll through our sister organization, Catholic Community Connection (a link appears on our website). Finally, this proposed program will provide students with the opportunity to conduct research, analyze their results, and make recommendations to Catholic Charities staff. The lessons learned by completing the project should serve students well as they embark on careers in nonprofit management.

## **Catholic Charities Internship Project Team Members (by Title)**

- Administrative Director, Community Services
- Chief Administrative Officer
- Director II, CD Services, Cuyahoga
- Director, Emergency Assistance Services
- Director, Fund Development
- Human Resources Manager
- Human Resources Manager, Cleveland Coca-Cola Bottling Co., Inc.
- Program Administrator, Migration and Refugee Services
- Program Director, Disability Services
- Program Director, System of Care
- Senior Human Resources Generalist
- Special Events and Volunteer Coordinator
- Therapist II, Community Family Services