



## Chief Operating Officer

October 2018

### THE ORGANIZATION

GO Public Schools works with families, educators and community allies to expand access to quality education in California's most historically underserved communities. We envision a day when all schools prepare every single one of our children to find success and fulfillment in our rapidly evolving world, and provide an equitable path to opportunity in our communities. Our campaigns support families, educators, and community allies to demand and shape schools driven by the needs of kids today – not by practices and structures designed for schools of a past and different era. Currently, GO supports networks of leaders in the Fresno, Oakland, and West Contra Costa communities, and they are supported through both GO Public Schools (a 501c3) and GO Public Schools Advocates (a 501c4).

GO develops leadership at every level—families, educators, school boards, district leaders and grassroots. These leaders inform and develop community visions for student success, and they shape, demand, and win system changes that improve student learning. Over the next ten years, GO plans to scale its impact significantly, growing its multi-city organization of local networks and overall state platform – impacting 500,000 students by 2026 and fully leveraging the strength of local GO sites to create significant state-level policy and political wins.

### THE OPPORTUNITY AND CHARGE

GO seeks a Chief Operating Officer (COO), a newly-formed role in the organization, to join its Leadership Team as it embarks on this significant, multi-phase growth plan. The COO will play a critical role in developing the infrastructure, policies, and practices required to support GO's ambitious plan to scale its network of local sites and California-wide impact over the next ten years.

Reporting to the CEO, the COO will work cross-functionally as an organizational leader in collaboration with the other members of the senior leadership team, and will own the Development, Finance, Human Resources, Data and Operations functions. He or she will also oversee a current team of four, managing these team members toward their

goals, coaching and developing them as professionals, and building overall team size and capacity moving forward as needed.

Responsibilities include, but are not limited to:

### **Overall Organizational Management and Strategic Support**

The Chief Operating Officer will work with the CEO and the leadership team to drive clarity of vision while leading and supporting in driving key priorities forward through strong project management and support. Primary responsibilities include:

- Clarifying and owning the annual strategic planning cycle -- including guiding progress review and reflection based on current year results, goal setting, and driving the scope and sequence of the budgeting process for input and approval from all necessary internal stakeholders
- Aligning spending and fundraising to manage net income and cash flow for the organization in partnership with the Director of Development and the Director of Finance and Human Resources
- In conjunction with the CEO, developing the overall charge and priorities for the fiduciary board -- including growing and diversifying the board, strengthening and stewarding current board leadership, and serving as key staff liaison for all functional areas overseen by COO role
- Developing key strategic and operational tools and infrastructure as needed that codifies learnings and the current best thinking, both to lay a more robust foundation for organization-wide growth as well as to support local and state-level GOs' policy agendas and campaigns

### **Organizational Fundraising**

As the direct manager of the Director of Development, The Chief Operating Officer will support them in their work while setting vision for the overall direction and success of the function. Primary responsibilities include:

- Working with the Director of Development, CEO and regional EDs, as well as additional members of the development team as it grows, to set the overall development vision and strategy
- Ensuring strong execution of operational plans such that the organization maximizes opportunities, meets its goals, and significantly grows statewide and regional funding while building long-term sustainability
- Developing systems and practices for tight integration of development and finance, as well as for robust coordination between statewide and regional teams around development strategy and execution

### **Financial Management and Human Resources**

As the direct manager of the Director of Finance and Human Resource, The Chief Operating Officer will support them in their work while setting vision for the overall direction and success of the functions. Primary responsibilities include:

*Finance:*

- In conjunction with the Director of Finance and Human Resources, CEO and board, update and maintain GO's long-term strategic plan and existing financial model in service of its long-term growth strategy
- Oversee the fiscal management of the organization, including the budgeting and audit process, through supervision of the Director of Finance and Human Resources
- Support Director of Finance and Human Resources to develop next-level financial analysis and reporting -- building models and tools that allow for robust forecasting, scenario planning and real-time decision making, as well as rolling out and maintaining a new financial system
- Build and implement revised approach for revenue and cost allocation across teams in order to support: better fiscal sustainability, including adequate protections, checks and balances against unforeseen fluctuations in revenues or costs; alignment with intended use of funds; clearer expectations; and, appropriate incentives within teams

*Human Resources:*

- Serve as an organizational culture leader, promoting GO's values and infusing them into all aspects of the work -- with a particular focus on diversity, equity and inclusiveness
- In conjunction with the senior leadership team, drive overall organization chart and headcount strategy to support long-term growth plan, including building additional human resources capacity as needed
- Create the vision for a comprehensive, aligned talent management strategy, ensuring that GO realizes its commitment to attracting, retaining, and developing talent. Working with Director of Finance and Human Resources, oversee and build out current talent management practices, including recruitment, hiring, performance management, compensation strategy, career architecture, training, and development

## **Data, Technology & Operations**

The Chief Operating Officer will play a key role in addressing all existing and arising data, technology and operations needs as they arise, advising and supporting the Director of Policy and Data as needed. Primary responsibilities include:

- Develop and implement key operational data, systems and processes, including providing support with organizational performance dashboards and external stakeholder relationship management systems (Salesforce Lightning) as needed

- Identify and build technology infrastructure necessary to ensure high organizational efficiency and effectiveness as GO continues to grow in size and complexity – including internal knowledge management tools and systems, risk management systems, etc.
- Oversee legal, office administration, and facilities planning, including management of vendor relationships

## CANDIDATE REQUIREMENTS

### Mindsets and Skills

- *Values champion.* Motivated by the overall vision and [values](#) of the organization, and a champion of diversity, equity and inclusiveness. Committed to building teams, strategies and systems, that live out these values
- *Strong manager and leader.* Able to keep self and team focused on driving toward the larger organizational vision and mission -- setting ambitious goals, and aligning, empowering and coaching team members to work collaboratively toward exceptional outcomes
- *Team builder.* Focused on attracting, building, and retaining top talent, with a strong orientation toward providing continuous professional development. Has an exceptional capacity for managing and leading people across multiple functions -- and the ability to connect with people from a wide range of backgrounds, treating all team and community members with respect, regardless of level, background, or role
- *Effective strategist and problem solver.* Able to think critically in order to develop strong strategies and make excellent decisions through a combination of data analysis, judgment and experience. Exercises initiative and proactively anticipates potential challenges to identify sound and creative solutions, and especially when facing ambiguity
- *Systems thinker.* Can quickly assess root causes and see how multiple workstreams fit together into a seamless operation. When facing a large issue, instinct is to break it down into manageable pieces to determine the most efficient and effective solution -- and then prioritize against competing project needs in order to execute effectively
- *Influencer.* Can use a combination of active listening and questioning to understand motivations and barriers, and engage others to ensure that all voices are heard in the decision-making process. Able to convey complex and difficult concepts to a wide variety of audiences, and can motivate and influence effectively without having direct managerial control

### Education and Experience

- Bachelor's degree required; MBA or other advanced degree preferred
- 10+ years of professional experience with a track record of achieving strong results while facing ambiguity

- At least five years in relevant senior leadership role with direct project management
- Strong financial and accounting fluency required, including a demonstrated ability to create financial models, conduct rigorous financial analysis, and evaluate financial metrics in order to drive strategic decision-making. Experience leading nonprofit financial management and accounting functions preferred
- Experience building and/or managing external partnerships or relationships, with experience in fundraising preferred
- Experience in the education sector and familiarity with the landscape and context of GO's sites (and California overall) preferred

## COMPENSATION AND BENEFITS

Salary and benefits will be competitive and commensurate with experience. In addition, a comprehensive benefits package is offered, including:

### Healthcare

- Healthcare (medical, dental, and vision) provided at 100% for employees and 75% for dependents
- Healthcare plan options - choose between Anthem PPO, HMO or Kaiser HMO
- Flexible Spending Account (FSA) and Dependent Care Account (DCA)

### Time Off

- 2 weeks of observed holidays annually
- 2 - 3 weeks of paid time off (grows with years of experience at GO)
- 2 additional weeks of time off during the winter break
- 40% pay for all new parents to match and supplement State of California Paid Family Leave and/or Disability benefits

### Other Benefits

- Simple IRA retirement plan with up to 3% annual salary match
- Paid life and long-term-disability policy
- Up to \$75/month in cell phone reimbursement
- Paid professional development opportunities
- Support for new parents that are required to travel with partial reimbursement for accompanying caregiver travel expense or reimbursement for nursing mothers to ship breast milk home.

## APPLICATION PROCESS

Send a resume and cover letter addressed to Jonathan Klein at COOHiring@gopublicschools.org. Application materials should be submitted as attached documents and saved in the filename format

LastName\_FirstName\_Resume.pdf or .doc with no spaces in the filename (use ONLY underscores in place of spaces).

## **ANTI-DISCRIMINATION POLICY AND COMMITMENT TO DIVERSITY**

GO Public Schools seeks individuals of all backgrounds without regard to race, color, ancestry, national origin, sex, sexual orientation, gender identity or expression, religion, age, pregnancy, disability, marital status, genetics, or any other factor that the law protects from employment discrimination to apply for this position. We are committed to ensuring diversity within our organization and network, as we want to engage all those who can contribute to this effort.

## **ABOUT GO PUBLIC SCHOOLS**

[GO Public Schools](#) is a 501(c)(3) nonprofit organization that undertakes policy advocacy and public education efforts. Donations to GO Public Schools are tax-deductible to the extent allowed by law.

GO Public Schools is related to GO Public Schools Advocates, a separate 501(c)(4) nonprofit organization that engages in lobbying, ballot measure, and partisan elections work. Donations to GO Public Schools Advocates are never tax deductible. GO Public Schools and GO Public Schools Advocates - sometimes jointly referred to by the name "GO" - have the same overall missions and share office space and employees. They maintain separate boards of directors. The person filling this position will be hired by GO Public Schools, but on occasion will perform some or all of the duties described for GO Public Schools Advocates.