



[HTTP://SFK.ORG](http://sfk.org)  
LOS ANGELES, CA

## SUCCESS FOR KIDS CHIEF OPERATIONS OFFICER

**The mission of Success For Kids is to build life skills that promote social and emotional development in every child. We teach children be more responsible by making decisions that reflect a consciousness of others and the world in which they are a part. We teach children the tools to empower them to meet life's challenges, thereby helping them reach their full potential. SFK gives children an awareness of themselves, of others, and of the interconnectedness of all things so that they become caring, successful, and effective individuals.**

### ○ THE SEARCH

Success For Kids (SFK) is an international not-for-profit organization, empowering at-risk children and teens throughout the world. As one of the few privately funded organizations currently integrated into existing school curricula, SFK provides children with life skills and universal tools that teach them how to make wise choices. Through this preventative Social Emotional Learning (SEL) program, children learn the lessons of cause and effect, which increases a sense of responsibility for their behavior and a tolerance towards others. SFK works closely with educators, parents and community leaders to ensure that children are empowered to overcome challenges, helping them to reach their full potential.

SFK has retained Freeman Philanthropic Services, LLC (FPS) to recruit an experienced and dynamic professional to successfully lead the comprehensive, global operations of the organization. Led by SFK's mission and the strategic direction set by the Board of Directors, the Chief Operations Officer (COO) will work in collaboration with the Chief Education Officer to lead, guide, shape, and evolve the operations of SFK. As part of the senior leadership team, the COO will help to develop a vision and strategic long-term plan for the organization.

The COO will lead and oversee the human resources, finance, legal, administration, and information technology departments and will have shared oversight of fundraising, marketing, public relations, and all SFK global sites. He or she will be the business and operations leader for SFK and will publically represent the organization and serve as a primary spokesperson as appropriate.

The COO will provide strategic direction and operational expertise that advances the overall mission of SFK. The ideal candidate will bring proven leadership, management, and administration experience, including financial and project management skills. He or she will possess the stature, poise, and experience to effectively lead and strategically evolve the operations of SFK. The COO will have passion for the SFK mission, the enthusiasm and skill to effectively advocate for SFK with diverse audiences, exceptional communication skills, and a positive and optimistic presence.

## ○ SFK: ONE WORLD. EVERY CHILD.

*We are teachers, parents, visionaries, humanitarians, academics, and volunteers. We believe that change is possible. We believe in a long-term solution that will move the world from a place of hopelessness to a sense of empowerment and understanding of personal value. We teach that each person has a unique piece of the puzzle of humanity to contribute to the world.*

Karen Berg, the co-founder of the Kabbalah Centre, is the founder of SFK. After working with adults for many years, Karen realized that to create global change we must empower our children with the universal truth that all possibilities lay within us, and through our choices we can influence the world around us. This is a truth that breaks the boundaries of religion, culture, economic background, race, and gender.



Our children are facing new challenges every day and our schools must adapt to the responsibility of giving them the skills they need to cope and flourish with these new circumstances. Traditional learning falls short of arming our children with the skills they need to go on to becoming successful, happy adults. Solving the issue one problem at a time through fragmented treatments can often create temporary results, but lacks the impact on the whole child and the whole community, and is not cost effective.

SFK is a SEL program. There is a growing body of knowledge demonstrating that SEL (Social Emotional Learning) is the missing piece that allows students to be successful in improving their academics as well as become successful individuals and members of the community. SEL is the process through which we learn to recognize and manage our emotions. This enables us to make proactive choices that produce results that we really want. These choices involve caring about ourselves and others, behaving responsibly, and developing positive relationships.



The need and relevance of SFK, whose goal is to end suffering and hopelessness, is particularly urgent because so many children growing up in poverty are particularly anxious during tough economic times. By learning the importance of proactive behavior and understanding the link between their everyday choices and the consequences that follow, children feel empowered and understand that they have the power to change their life.

SFK creates significant positive changes in the children participating in the programs. Proof positive of this impact, the internationally renowned RAND Corporation evaluated SFK's effectiveness. The RAND study found significant gains in positive behaviors such as adaptability, communication, leadership, social skills and study skills, as well as a reduction in negative behaviors such as anxiety, withdrawal and conduct problems. Visit <http://sfk.org/en/rand-study>.



A global organization, SFK has locations nationally (Boston, Los Angeles, New York, and South Florida) and internationally (Brazil, Israel, London, Malawi, Mexico, Moscow, and Panama).

## ○ SFK PROGRAMS

In each SFK class, a dynamic experience awaits. Students participate in activities, games, artwork, discussion, and music, so they have fun while they learn life-changing tools. The lessons build on each other to ensure that concepts introduced in early classes continue to be refined and developed through later real-life application. Since the best learning occurs outside of the classroom, each week children are given a self-reflection exercise to think about and apply through the week. Wherever possible, parents and teachers participate in the classroom and are educated about the concepts, helping to reinforce and support the SFK learning experience.



### Children's Program

SFK's Children's Program is comprised of three levels:

**Level I: Winning The Game of Life** - This is the foundation of all SFK programs. In a period of 21 weeks using the analogy of a game, the students are empowered to shift their focus from external to internal.

**Level II: The Spiritual Detective – Finding the Clues Within** - In this eight-week course, students are guided through an internal exploration as "spiritual detectives". The primary concepts highlighted in this level are cause/effect and making positive choices

**Level III: The Art of Problem Solving** - This eight-week, art-based program uses the great works of visual artists to deepen students understanding of the problem solving techniques. They are encouraged to continue the application of the SFK tools in their every day lives.



### Youth Program

SFK's Youth (teen) program is a multi-faceted prevention program with the mission of enriching adolescents and enabling them to become the engineers of their own lives. The program integrates thought-provoking activities with a focus on a transformative and personalized experience. Skills taught through the SFK Youth program provide students with techniques to make effective and positive choices thereby working to avoid the negative effects of poor decisions. By exploring and learning universal spiritual principles, teens begin to understand that no matter what their current circumstance, they can tap into their inner power to change their lives for the better.



### Kids Creating Peace

Kids Creating Peace (KCP) is an educational peace program created to address the unique circumstances encountered by children in war-torn areas of the world. Just as SFK teaches children all over the world the universal tools to make conscious choices and overcome challenges, KCP applies the principles of tolerance and human dignity to children caught in real-world conflicts, enabling them to create change for themselves and future generations.

### Summer Camp

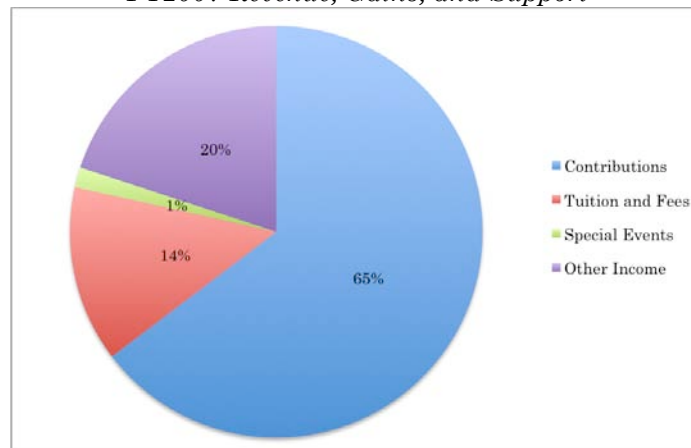
SFK International Summer Camp, free to all children chosen to participate, provides the opportunity for SFK students from around the world to meet and practice SFK tools in a camp setting. SFK partners with like-minded organizations to integrate SFK concepts and tools into their existing programs. Past partners include Acorn Adventure in the UK and Canyon Creek Sports Camp in the Angeles National Forest. In August 2010, SFK is partnering with Jean-Michel Cousteau Ocean Futures Society Ambassadors of the Environment Program in Santa Barbara.



## ○ FINANCIAL HIGHLIGHTS

In fiscal year 2007, SFK's net assets exceeded \$11 million; revenue, gains and support totaled over \$4.9 million (including \$3.168 million in contributions, \$678,334 in tuition and fees, \$77,415 from special events, and \$976,998 from other income, see pie chart below); and functional expenses were approximately \$5 million (\$4.018 million for program services, \$865,071 for management and general operating, and \$149,272 for fundraising).

*FY2007 Revenue, Gains, and Support*



## ○ IMPORTANT & REPORTING RELATIONSHIPS

The COO will report to the Board of Directors. He or she will work with the Board of Directors, Chief Education Officer, Director of Development, General Legal In-House Counsel, Human Resources Manager, Director of Finance, Regional Directors, Program Directors, and other stakeholders.

The COO will work in close consultation with the Chief Education Officer in many areas, including strategic planning, oversight of SFK Global Sites, program planning and management, financial planning, and external relations. With the Chief Education Officer, the successful candidate will initiate, establish, and maintain alliances and relationships with businesses and corporations to gain support and create partnerships for SFK. The COO will help promote and increase awareness of SFK to diverse audiences; he or she will communicate with stakeholders to keep them informed of the work of the organization and share the positive impact of SFK on the communities served.

## ○ **KEY ROLES & RESPONSIBILITIES**

SFK seeks an experienced operational and strategic leader with both the capacity and the demonstrated track record to respond effectively to the opportunities and needs of a mission-driven organization. The selected candidate will be expected to contribute broadly to all aspects of the fulfillment of the mission and growth of SFK.

The COO has responsibility for: leadership; operational planning and management; oversight of SFK Global Sites, development, and legal; program planning and management; external relations; human resources planning and management; administration; and financial planning and management. Specific roles and responsibilities include:

### **Leadership**

- Participate with the Chief Education Officer, Director of Development, Director of Finance, Regional Directors, and Board of Directors in developing a vision and strategic plan to guide the organization;
- Represent SFK to the public and serve as the spokesperson for the organization as appropriate; the Chief Educational Officer will also represent SFK in this capacity, as dictated by the specific needs of each opportunity, i.e., educational or business/operational focus;
- Identify, assess, and inform the Chief Education Officer and Board of Directors of internal and external issues that affect the organization;
- Provide leadership in developing organizational, program, and financial plans with the SFK staff and carry out plans and policies authorized by the Board of Directors;
- Work with the Chief Education Officer to unite and systematize all SFK activities in all sites under one international umbrella;
- Conduct official correspondence with the Chief Education Officer on behalf of the Board as appropriate and jointly with the Board when appropriate;
- Act as a professional advisor to the Board of Directors on operational and fiscal aspects of the organization's activities and operations;
- Foster effective team work between all staff members at SFK;
- Maintain a working knowledge of significant developments and trends in the field of operational management, education, and not-for-profit work;
- Oversee and lead the following departments: human resources, finance, legal, administration (including information technology), and the website. The following departments have shared oversight with the Chief Education Officer: development (including fundraising, marketing, public relations) and all SFK global sites;
- Identify and evaluate the risks to the organization's people (clients, staff, management, volunteers), property, finances, goodwill, and image and implement measures to control risks;
- Ensure that the Chief Education Officer, Board of Directors, and the organization overall carry appropriate and adequate insurance coverage;
- Ensure that the Board and staff understand the terms, conditions and limitations of the insurance coverage;
- Collaborate with the Chief Education Officer to insure that all international programs meet the educational standards and expectations of the SFK curriculum established by SFK Global;

### **Operational Planning and Management**

- Develop an operational plan which incorporates goals and objectives that work towards the strategic direction of the organization;
- Oversee and develop a work plan consistent with the strategic plan and operational plan;
- Ensure that the operation of the organization meets the expectations of its clients, Board and Funders;
- Oversee the efficient and effective day-to-day operations of the organization, including the oversight of operational/administrative staff, Executive Team, etc.;

- Draft policies for the approval of the Board and prepare procedures to implement the organizational policies; review existing policies on an annual basis and recommend changes to the Chief Education Officer and the Board, as appropriate;
- Ensure the personnel, client, donor and volunteer files are securely stored and privacy/confidentiality is maintained;
- Provide support to the Board by preparing meeting agenda and supporting materials jointly with the Chief Education Officer;
- Supervise overall operation of SFK programming in all countries including: reviewing and evaluating the results of program activities; ensuring continuity of contractual obligations with outside agencies, allocating resources for greater program effectiveness and efficiency; developing organizational and administrative policies and program objectives; capacity building in the overall successful operating of a local site;

### **Oversight of SFK Global Sites, Development and Legal**

- Along with the Chief Education Officer, oversee all global SFK sites as it relates to the operational aspects;
- Ensure capacity building in the areas of finance, administration, legal, human resources, staff development (including leadership training, mentoring and coaching), fundraising and overall know-how and running of local sites;
- Along with the Chief Education Officer, oversee the fundraising efforts of the Director of Development, ensuring SFK is financially sound and attractive to donors;
- Oversee the legal department and all legal affairs of SFK;
- Maintain official records and documents, and ensure compliance with international, federal, state and local regulations;

### **Program Planning and Management**

- Oversee the planning, implementation and evaluation of the organization's programs and services as it has impact upon SFK's operations;
- Along with the Chief Education Officer, ensure that the programs and services offered by the organization contribute to the organization's mission and reflect the priorities of the Board (especially as it relates to the operations of the organization);
- Monitor the day- to-day delivery of the programs and services of the organization as it impacts SFK's operations to maintain or improve quality;

### **External Relations**

- Work in alignment and in conjunction with Chief Education Officer to devise and implement a core external relations strategy in accordance with the strategic plan;
- Initiate, establish and maintain alliances and relationships with businesses and corporations to gain support and create partnerships in consultation with the Chief Education Officer;
- Work with Chief Education Officer to write and develop strategic proposals for operationalizing expansion opportunities of SFK globally;
- Oversee procurement of letters of recommendation and testimonials from high profile local government officials, businesses, corporations, etc.;
- Communicate with stakeholders to keep them informed of the work of the organization and to identify changes in the community served by the organization by publicizing the activities of the organization, its operations and goals for marketing, fundraising and awareness purposes via newsletters and annual reports;
- Represent the organization at events to enhance the organization's profile;
- Ensure that the organization and its mission, programs, products, and services are consistently presented in a strong, positive image to relevant stakeholders;
- Lead and participate in media training to be able to speak "on message" about SFK;
- Coordinate and oversee production of marketing materials by all sites and ensure the positioning is in alignment with SFK brand with consultation with the Chief Education Officer;

### **Human Resources Planning and Management**

- Determine staffing requirements for organizational management and program delivery;
- Oversee the implementation of the human resources policies, procedures and practices including the development of job descriptions for all staff;
- Establish a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations;
- Recruit, interview and select staff that have the right technical and personal abilities to help further the organization's mission, both paid staff and volunteers;
- Ensure that all staff receives an orientation to the organization and appropriate training;
- Implement a performance management process for all staff which includes monitoring the performance of staff on an on- going basis and conducting an annual performance review and individual development plans;
- Coach and mentor staff to improve performance;
- Discipline staff when necessary using appropriate techniques; release staff when necessary using appropriate and legally defensible procedures;
- Encourage all sites to take advantage of the HR Manager's resources and expertise;
- Ensure an effective leadership team, with appropriate provision for succession, is in place;
- Encourage and provide opportunities for professional development and education for staff members;
- Create and maintain an office culture that attracts, retains, and motivates employee morale;
- Delegate responsibilities to optimize staff autonomy and efficiency while providing needed guidance and advice;

### **Administration**

- Evaluate and oversee procurement of any necessary equipment;
- Oversee the development and maintenance of technology architecture and integration;
- Oversee training staff on using all current and new software;
- Strategize on any new information technology needs and implement with the IT Manager;
- Oversee, develop, maintain and deploy IT delivery and information systems project management;
- Strategize, develop and oversee electronic commerce strategy;
- Oversee the support and maintenance of existing systems and infrastructure;
- Project manage internal staff and oversee supervising external contractors;
- Oversee administrative policies and procedures including information systems and facility management;
- General management and implementation of all services required to operate efficiently and effectively, including space planning, central reception, capital equipment, central purchasing policies, building maintenance, etc.;
- Oversee all information technology needs including computer purchasing, software updates, computer maintenance, etc.;

### **Financial Planning and Management**

- Work with staff, Director of Development, Director of Finance, and the Chief Education Officer to create a strong planning and budgeting system for SFK, as well as develop and maintain sound financial practices;
- Work with the Director of Development, Director of Finance, and other stakeholders to design an operating budget; see that all sites operate within budget guidelines;
- Work with the Board and Director of Development to secure adequate funding for the operation of the organization;
- Review all site budgets and expenditures; Provide guidance and direction with the head of finance as needed;
- Along with the Chief Education Officer, oversee the Director of Development and ensure the organization is financially viable and successful;

- Participate in fundraising activities as appropriate with the Director of Development;
- Approve expenditures within the authority delegated by the Board and the Chief Education Officer;
- Ensure that sound bookkeeping and accounting procedures are followed;
- Administer the funds of the organization according to the approved budget and monitor the monthly cash flow of the organization;
- Provide the Board and Chief Education Officer with comprehensive, regular reports on the revenues and expenditure of the organization;
- Ensure that the organization complies with all legislation covering taxation and withholding payments.

○ **IDEAL QUALITIES, CHARACTERISTICS & EXPERIENCE**

SFK seeks an experienced and entrepreneurial professional. The ideal candidate will possess the following attributes and experience:

**Qualifications and Education Requirements**

- PhD, MBA or other equivalent advanced degree in a related field (Education, Public Policy, Public Health, Psychology) preferred;
- Minimum 10 years proven leadership, management and administration experience, including financial and project management skills;
- Knowledge and experience in the areas of education and the not-for-profit sector;
- Knowledge of all federal and provincial legislation applicable to voluntary sector organizations including: employment standards, human rights, occupational health and safety, charities, taxation, health coverage etc. is preferred;
- Knowledge of current community challenges and opportunities relating to the mission of the organization;
- Knowledge of human resources management and organizational development;
- Exceptional written and oral communication skills, strong staff management and team building skills, ease and poise in social and professional settings with donors and Board members;
- Excellent organizational skills; ability to work on multiple projects in a fast-paced and deadline-oriented environment;
- Passion for the mission of SFK and the enthusiasm and skill to communicate that passion to potential sponsors;

**Skills and Experience**

- Facility in writing reports, business correspondence, and procedure manuals; ability to read, analyze, and interpret general business periodicals, professional journals, financial reports, legal documents, technical procedures, or governmental regulations;
- Capacity to efficiently respond to questions from donors, staff, and members of the community in both written and oral form;
- Ability to effectively present information to a wide audience including donors, top management, large public groups, and/or Board of Directors;

**Strategic Thinking**

- Develop short and long term strategies to achieve organizational goals; understand organization's strengths and weaknesses; identify external issues and opportunities; adapt strategies to changing conditions;
- Develop project plans; coordinate projects; communicate changes and progress; complete projects on time and within budget; manage project team activities;

- Identify and resolve problems in a timely manner; develop alternative solutions; work well in group or individual problem solving situations; display original thinking and creativity;

**Team Work/Leadership**

- Focus on positive conflict resolution; maintain confidentiality; keep emotions under control; remain open to others' ideas; react well under pressure; treat others with respect and consideration regardless of their status or position;
- Balance team and individual responsibilities; exhibit objectivity and openness to others' views; give and welcome constructive feedback; contribute to building a positive team spirit; put success of team above own interests; recognize accomplishments of other team members;
- Exhibit confidence in self and others; inspire and motivate others to perform well; effectively influence actions and opinions of others; earn respect and trust; display passion and optimism; lead by example; work ethically and with integrity; uphold organizational standards and values;
- Demonstrated experience in developing and managing teams;
- Ability to manage, delegate work and authority to, coach, counsel, train and develop staff;
- Experience in managing projects from an oversight perspective (not just executing projects);
- Effective time management, initiative, leadership and accountability skills;
- Ability to implement changes through influence, negotiation and persuasion;
- Proficient meeting management skills and experienced presenter;
- A natural leader, politically astute with excellent social skills;
- Self- starter who can work independently;
- Strong sense of teamwork and collaboration;
- Ability to think critically and independently;

**Additional Requirements**

- Willingness, flexibility, and ability to travel domestically and globally, extensive travel is required;
- Devoted to own growth, learning and development;
- Comfortable interacting with diverse communities of various cultures, backgrounds, and beliefs;
- Possesses a cultural sensitivity and adaptability to various settings and contexts;
- Must be willing to (at times) work irregular hours and some weekends;
- Ability to work in a fast-paced environment, balance workload, and withstand pressure.

○ **COMPENSATION**

The compensation package will be competitive and commensurate with the successful candidate's background and experience.

○ **APPLICATIONS & NOMINATIONS**

Confidential inquiries, applications, and nominations should be sent to Freeman Philanthropic Services, LLC at [SFKCOO@glfreeman.com](mailto:SFKCOO@glfreeman.com). All applications must include an up-to-date resume, formal letter of interest for this opportunity, and the contact information for three professional references.

*SFK, an equal opportunity employer, is committed to diversity among its employees and encourages qualified candidates from all backgrounds to apply.*