



Position Specification

Committee for Children

Chief Executive Officer

Private and Confidential

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Ref: Chief Executive Officer / Chief Executive Officer
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Our Client

Committee for Children's (CFC) mission is to foster the safety and well-being of children through social and emotional learning. CFC is regarded widely as a leader in the field of Social Emotional Learning (SEL) and is the largest organization providing evidence-based SEL programs, including curriculum, training, technology, and related products. A self-sustaining social enterprise (structured as a 501(c)3(h)) headquartered in Seattle, WA, CFC employs approximately 160 people (fulltime and contract) and has projected sales revenue for the 2018-19 fiscal year of \$35M.

CFC is celebrating its 40th anniversary in 2019 and has recently established an ambitious, global 10-year goal to positively transform the social-emotional well-being of 100 million children annually by the year 2028. With available and dedicated financial resources, market demand, and the energy and motivation to reach this goal, this is an exciting time for this influential and well-respected organization and a truly unique opportunity for the right CEO.

Founded in 1979, CFC was rooted in the work of cultural anthropologists Dr. Jennifer James and Dr. Debra Boyer. Their work established a connection between sexual abuse in childhood and sex trafficking, which led to the creation of its first program, *Talking About Touching*. As the organization grew and abuse prevention gained national attention, the flagship curriculum *Second Step* was released. Over four decades, its grassroots efforts have expanded to federal education policies.

Today, CFC is best known for its SEL curriculum, *Second Step*, a research-based program that teaches students to better manage their own emotions, form healthy relationships, make good decisions, and cope with everyday social and academic challenges. Additional key program areas include bullying prevention, childhood protection, and mindfulness. The work of CFC currently reaches almost 15 million children annually across 70 countries, and is used by 30% of all U.S. elementary schools.

In recent years, CFC has explored how it can have even greater impact and reach, developing an in-house innovation lab in 2013, out of which have come direct-to-parent and -child products and services, such as Mind Yeti – an application that offers guided mindfulness sessions for children. CFC intends to continue moving more deeply into, as well as beyond, school-based programs reaching parents, community organizations, and government entities to dramatically improve the safety and well-being of children around the world.

With a self-funding revenue model that continues to grow each year, the organization maintains an unwavering commitment to research, policy, and initiatives that promote child safety and well-being around the world. By empowering children and the adults who work and care for them with social-emotional skills, CFC is creating good citizens and making progress toward a more peaceful world.

For more information, please visit: <https://www.cfchildren.org/>

The Role

Reporting to the Board of Directors (Board), the Chief Executive Officer (CEO) will provide strategic leadership and work collaboratively with the CFC staff and Board to develop and execute a compelling portfolio of strategies for the organization. The CEO will have the primary responsibility of deepening the impact made by the current 160-person team and taking the organization to the next level. Above all, s/he will be passionate about the CFC mission. This new CEO will focus on overall program direction for CFC by leading staff in development and execution of the strategic plan. S/he will aggressively pursue mission impact through the creation of new and innovative research-informed programs and partnerships.

This creative leader will grow programs, partnerships, and funding to support operational capabilities required for CFC to achieve its goal of positively transforming the social-emotional well-being of 100 million children annually by 2028. The CEO will lead with respect, compassion, and appreciation of the work and diversity of every individual the CFC employs, partners with, and reaches through their products.

As the chief spokesperson and public face of the organization, the CEO will represent CFC's mission and programs. To do so effectively, the successful candidate must possess clear knowledge and deep understanding of the organization's fields of work, outstanding oral and written communication skills, as well as experience representing an organization to a broad set of external audiences.

Working closely with the talented CFC staff and Board, the CEO will drive an effective strategy and communicate a compelling vision, creating an open environment that inspires and motivates constituencies to deliver on the mission. The CEO will bring an entrepreneurial mindset and promote a collaborative, supportive working environment that fosters trust and teamwork.

This dynamic leader will bring substantial business acumen and success in the child development, education, and/or child safety space. In addition, the CEO will possess knowledge of: program impact and measurement strategies; digital programs; marketing, sales management, and business development; project management; forecasting, budgeting, financial management, and financial reporting; and public policy and advocacy.

Key responsibilities include, but are not limited to:

- Build and drive the future strategy and growth of the organization.
- Develop, implement, and evolve cutting-edge content strategies to increase impact and reach.
- Oversee the ongoing management and development of new programs and other strategies.
- Successfully engage and manage existing relationships; continue to cultivate and build innovative partnerships to further the mission.
- Serve as a thought leader both internally and externally, pushing forward new ideas and managing a high-performing, digitally-oriented organization.
- Establish an effective culture for a diverse, talented, deeply committed, and growing staff.
- Reach new markets, both domestic and international.

Candidate Profile

Committee for Children seeks a highly effective, strategic, enthusiastic, relationship-oriented leader to build on the current success of the organization. The CEO will bring a high-level of intellectual curiosity and demonstrated knowledge of the broad range of policies, programs, and conditions relevant to promoting child safety and well-being. S/he will have a growth mindset and experience leading an organization through significant change.

The ideal candidate embodies the principles of SEL, understands child development and factors that influence it, has a profound appreciation for the work of CFC and its partner organizations, and will embrace the opportunity to serve as a thought leader and credible ambassador for SEL and the CFC brand in the broader community.

The successful candidate must be collaborative and a strong listener, but also able to give clear direction and act decisively in the absence of complete consensus. S/he will have the credibility to be an inspirational, facilitative, and motivational leader to an accomplished and committed staff across a dynamic organization.

This individual will have experience working with evidence-based researchers and/or utilizing research to drive business and mission decisions. S/he will be a skilled consumer of evaluation and other research in the field to assure best practices.

The CEO will bring a leadership style that is equitable, collegial, approachable, flexible, direct, and diplomatic. S/he will have a passion for the CFC mission and embody the organization's values. S/he will be a natural at convening people and forging collaborative relationships.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Team Leadership

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate and support diversity within the team, and manage performance; widely viewed as a strong developer of others.
- A leader who is self-reflective and aware of his/her own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- Maintains a high level of internal communication and engagement; builds trust and creates a strong environment of collaboration by demonstrating a shared passion for, and a sense of urgency around, the mission.
- Promotes teambuilding and development opportunities for employees to grow within the organization and as professionals.
- A leader who fosters the spirit of "walking the talk" of social and emotional competence in the workplace, as well as with external colleagues and partners.

Strategic Leader

- Strong ability to articulate an inspiring vision for the enterprise as a whole.
- The inclination to seek and analyze data from a variety of sources to inform decisions and align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- A leader who is viewed by others as having a high degree of integrity and forethought in his/her approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.
- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Play a leadership role in CFC's efforts to influence and impact local, state, and federal level policy related to social-emotional learning both in and out of the school setting.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, a measure of humility, passion in one's beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the organization as a whole.

Governance

- Brings a diverse set of experiences working with Boards, providing oversight and a deep understanding of board governance.
- An ability to partner with the Board and senior leadership to create plans and methods to reach and exceed strategic goals.
- Engage and appropriately utilize the skills and experiences of Board members.

Nomination and application process

Inquiries, nominations, and applications are invited. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred), a curriculum vitae and letter of interest to CFC@russellreynolds.com.

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