



Nonprofit Consultants

EXECUTIVE SEARCH CONSULTANTS

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PERFORMANCE PROFILE

**DIRECTOR OF OPERATIONS
WATERS FOUNDATION, PITTSBURGH, PA**

Waters Foundation seeks a goal-oriented Director of Operations to develop a small entrepreneurial nonprofit organization to assist teacher trainers in delivering services for the teaching of systems thinking and system dynamics in K-12 schools. This position is ideal for an entrepreneurial leader who is passionate about education, driven, and able to put systems and structure in place for maximum operational efficiency.

BACKGROUND

Waters Foundation (WF) was founded in 1957 by Jim Waters, a successful engineer, founder of Waters Corp., entrepreneur and passionate advocate for the application of systems dynamics and systems thinking in primary and secondary education. Systems dynamics (SD) is defined as an approach to understanding the behavior of complex systems over time. Systems thinking (ST) is defined as the process of understanding how factors influence one another within a whole.

System dynamics and thinking were important concepts originally developed by Prof. Jay Forrester at MIT. Jim Waters created the Waters Foundation to fulfill his goal of providing this invaluable information directly to teachers in K-12 school districts throughout the world. Waters Foundation has grown to the point where a Director of Operations is now required to oversee the organization.

ORGANIZATION

The mission of Waters Foundation is *to increase the capacity of educators to deliver student academic and lifetime benefits through the effective application of systems thinking concepts, habits and tools in classroom instruction and school improvement.*

The vision of Waters Foundation is *to deliver academic and lifetime benefits to students through the effective application of systems thinking concepts, habits and tools in classroom instruction and school improvement.* The organization plans on achieving this vision through conducting seminars, workshops and support of teaching professionals, delivered by teachers who have been trained by the Waters Foundation. Strategies for impact include:

- Further *development* of training opportunities
- *Dissemination* of publications and research
- Conduct further *research* to further inform and support our approach

After 20+ years of experimenting, analysis, refinement and optimization, Waters Foundation founder and staff now know how to implement systems thinking/system dynamics education in K-12 schools. Outcomes and outputs achieved to date include:

- Improving teacher training
- Developing improved and more complete set of teacher training materials
- Enabling more than 500 schools to utilize some form of systems thinking/system dynamics in their curriculum
- Training of more than 5,000 K-12 teachers by Waters Foundation
- Training of more than 3,500 K-12 teachers through train the trainer models
- Working in other countries including Holland, Singapore, and Mexico
- Conducting more than 50 successful teacher trainings in 2010
- Creating a cadre of more than 20 experienced and effective trainers

Funding for this initiative is stable. The annual budget for this organization is currently in the \$600K range, with much of the funding coming from the generosity of James Waters. This position necessitates that the Director be comfortable working in a matrix reporting structure, interfacing consistently with Jim Waters in MA, trainers in the field, and a board member in Pittsburgh. The offices will be located at Thar in RIDC Park on Route 28. More information on Waters Foundation can be found by visiting - <http://www.watersfoundation.org/> and <http://www.watersfoundation.org/webeddev/>

POSITION OVERVIEW

This is a newly-created position, and the successful Director must recognize and be comfortable working within this dynamic. While in existence since 1957, some systems and structures of the Waters Foundation organization do not reflect the 50+ years it has been operating. Candidates must recognize where the Foundation is in the organizational life cycle, and develop and implement plans to effectively manage and grow the organization. The primary duties of this position include:

- Managing logistics associated with workshops, institutes and conferences (e.g. registrations, venue planning, materials, accommodations, etc.) held at various sites across the US and abroad
 - Facilitate training of K-12 teachers by independent WF-certified ST/SD trainers
 - Facilitate the development of WF certified trainers
 - Facilitate school district ST/SD development
 - Facilitate national meetings of those interested in ST/SD
 - Develop an assessment system of the effectiveness of training
 - Maintain and update original Waters Foundation Website and WebEd
 - Schedule training location including coordination of workshop space, room set-up, and equipment needed
 - Travel reservations for trainers including airline and hotel reservations, car rentals
- Maintaining a project database of task deadlines, action items and meeting minutes
 - Data in database - Users of ST/SD, Trainers, Degree of training skill
 - Expertise i.e. computer modeling, elementary, high school, learning organization, etc.
 - Participants utilization of systems techniques back in the classroom/school/district/organization
 - Marketing - Lists of superintendents and principals, Lists generated from the folks that have registered on the WF website
 - Identify areas of concentration for targeted marketing

- Advertise/"circulate" where educators look: publications (ASCD, journals), blogs, wikis, etc.
- Developing and maintaining appropriate policies and procedures
 - Human resource, financial, legal
 - Process payments by participants when appropriate
 - Partnership agreements
 - Fee structure and payment contracts
 - Trainer certification processes
- Managing the development and distribution/sales of ST/SD aids
 - Habits
 - WebEd
 - Internet data
 - Product development and sales (Habits cards, posters, games, handbook)
 - Manage requests for permission to use, policies related to WF copyright
- Managing the business operations of the organization
 - Finances, A/R, A/P, payroll, insurance, IRS form 990, financial statements
 - Accommodations
 - Travel
 - Website Hosting/Maintenance/Domain Name Fees
 - Vertical Response or some other email/data base system fees
- Updating of task assignments and progress reports to the Board
 - Regularly schedule board meetings - Develop agenda of important items to discuss
 - Updating bylaws, meeting minutes, etc.
 - Staying abreast of IRS and legal changes that impact the organization
 - Interact with the Board and with experts to improve functions

PERFORMANCE OBJECTIVES

At the end of 12 months of employment, the Director of Operations will be expected to have accomplished the following:

- Grow the total staff in Pittsburgh to 2 to 3 F/T by the end of 2011
- Increase the number of school districts that adopt and implement the ST/SD approach
- Grow to 100/year the total number of teacher trainings conducted by Waters Foundation
- Organizational policies and procedures are developed, approved, implemented and guiding the daily operations of the organization

Longer term goals include:

- By 2014 increasing the workshop trainings to 500+/year, and the total number of teachers trained to 10,000
- Achieving funding self-sufficiency within 5-7 years from conference and training fees, and other sources of revenue
- Have trained teachers in more than a dozen countries and have offices in three developing countries

KNOWLEDGE, SKILLS AND ABILITIES

The ideal candidate for this role has a blend of the following:

- A minimum of a bachelor's degree and at least five years of experience in managing projects, revenue and personnel. Experience in project management, particularly in coordination of fee for service projects and/or consultation service, is preferred.

- Exceptional oral and written communication skills.
- Prior demonstrated success in starting up an initiative, office or organization.
- Demonstrated success with marketing, business development, and creating opportunities for expansion.
- A passion for the mission of Waters Foundation, and demonstrated experience working to support the advancement of education.
- A demonstrated ability to develop, plan, evaluate and analyze written and verbal information and materials.
- Performs functions from written and oral instructions and from observing and listening to others.
- Interpersonal skills related to customer service, such as problem analysis and resolution.
- Can self sufficiently utilize office equipment such as computers, telephones, printers, scanners, fax and copiers. Facility with Microsoft Office Suite and web-based skills required. Competent using word processing, databases, and spreadsheets including formatting in the development of promotional materials and brochures.
- Self-directed time management that considers appropriate priorities and follow-through of requests.
- Competent with budget management, procurement, invoices and reimbursements.
- Organized, task-oriented, efficient and goal-oriented.
- Demonstrates accuracy and appropriate attention to detail.
- Takes initiative in communicating information.
- Anticipates desired results and makes recommendations for process improvements.

COMPENSATION

This position has an attractive and competitive salary and full benefits package commensurate with other positions of similar scope, scale and operations.

TO APPLY

Interested and qualified individuals wishing to discreetly discuss this role may contact Todd Owens, Principal, Dewey & Kaye, 412.434.1335 or towens@deweykaye.com.

Qualified individuals may apply confidentially by submitting resume, cover letter and compensation requirements as MS Word attachments to: resumes@deweykaye.com. Please reference the following in the subject line of your email: **Director of Operations, Waters Foundation (#187-MH687)**.

Candidates must submit materials no later than Monday, February 14, 2011. *If you do not receive an email confirmation of your submission within 3 business days, please contact Dawn Kopp at dkopp@deweykaye.com or 412-434-1335. Please direct all inquiries related to this position to Dewey & Kaye.*

Waters Foundation is an Equal Opportunity Employer.