C2C Houston
Executive Director Job Profile

By 2030, 60 percent of jobs will require education beyond high school. Yet, only 20 percent of public high school students in Harris County graduate ready to succeed in postsecondary education. The failure of so many of our children to obtain a post-secondary credential creates significant concern for the health and well-being of our residents, their future families and the sustainability of our region. To our knowledge, the greater Houston area has never had a comprehensive education strategy to address these concerns. Houston Endowment and Kinder Foundation are joining forces to develop this initiative, C2C Houston: driving educational excellence at all levels and for all children in the greater Houston region. Together with the many existing organizations in Houston, we will build on the tremendous assets in our city and expand our reach to drive better results.

We are currently looking for a visionary, strategic, passionate and selfless leader to serve as Executive Director for this effort and to set strategy, build a team, lead change and build and maintain all key relationships throughout our city. The ED will help drive improvement in student achievement in Houston from cradle to career while working closely with existing organizations, engaging community experts, and exploring new ways to reach our objectives.

The ED will be the critical leader of the founding management team, serving as the organization’s most senior officer. The ED will manage a team, including a Data Director, Operations Director and other Cradle-To-Career Directors, and report to the Board of Directors.

Brief Description of C2C Houston

C2C Houston will be part of the STRIVE model, which first originated in Cincinnati and has spread to 50+ cities across the country, and will be partnering with Commit! Dallas. C2C Houston will create a partnership of civic leaders, K-12 superintendents, business executives, foundation directors, college presidents, and non-profit executives.

Responsibilities

• Executive Leadership: Provide strong and energetic leadership in both the long-term development and daily activities of C2C, representing the organization consistently and conscientiously to external stakeholders from school districts to funders to elected officials. Oversee the work of C2C Houston by recruiting and engaging partners, facilitating the work of our partnership and our committees, and providing advice and counsel to the many organizations that support our work.

• Strategic Planning: Lead the organization’s strategic planning activities, including identification of vision, mission, goals, community level outcomes and priority strategies. Support the planning activities of community partners aligned with C2C’s priority strategy project work; and assist in convening and organizing partners to develop evidence based, outcomes-focused action plans.
• **Governance:** Cultivate and serve on a Board of Directors that holds C2C Houston accountable for a strategic plan, fundraising, and financial management. Build a Leadership Council of key cross-sector leaders with the resources and perspectives to increase the pace of educational change in Harris County.

• **Partnerships:** Champion and nurture partnerships with nonprofits, corporations, school districts, universities, funders, volunteers and other organizations that can advance our community wide goals—including working outside C2C offices to build relationships with these partners.

• **Data-Driven Decisions:** Utilize data to understand complex problems and root causes of problem. Understand the use of data to analyze complex problems from different angles to shed light on new perspectives. Develop strategies to share data with the community and determine new ways to communicate the data. Develop action points based on data.

• **Human Capital:** Design organizational structure based on the C2C 3-year strategy. Recruit team members for all positions and manage, coach and develop key staff members to manage data, communications, and daily cradle-to-career education operations. Lead staff by creating a collaborative, high achievement, results-oriented culture.

• **Communication:** Oversee efforts to build awareness of and interest in the organization. Serve as spokesperson in a variety of settings. Establish and maintain an effective system of communication among staff, C2C Houston, and the community to build and maintain a positive and cohesive effort. Elevate the communication about our partners and share the great work organizations are doing to achieve better results for kids.

• **Financial Management:** Oversee the budgetary process and manage to approved budgets, ensuring fiscally sound operations. Analyze spreadsheets and financial reports if needed.

• **Operational Management:** Work with staff to give input on the launch and operation of advisory councils and action networks, with a clear focus on the measurement of outcomes achieved and how favorable initiatives can be scaled.

• **Fundraising:** Oversee development efforts, including managing relationships with existing funders and cultivating new funders, and building a development strategy.

**Qualifications**

• Undergraduate degree required; advanced degree preferred.
• Ten or more years of experience in increasingly responsible management positions, including leadership experience in coordinating the work of multiple constituencies
• Demonstrated passion for the transformative power of education and ability to create and communicate a vision
• Entrepreneurial ability and ability to create structure where ambiguity exists
• Demonstrated success in strategic planning, organizational development, and project and
people management
• Ability to recruit and lead a high performing team
• Ability to understand data analytics and demonstrate proven use of data to drive decisions and subsequent actions
• Significant experience in engagement of diverse community partners
• Invested in making real progress in educational equity in Houston
• Experience in fundraising and investor stewardship
• Understanding of financial statements and budgets

APPLY
This position offers a competitive compensation and benefits package. Interested candidates should email a cover letter and resume to Denise Smith at C2CHoustonED@denisesmith.net. Please reference Cradle to Career ED in your subject line of your email.

Letters of interest will be received until March 10, 2017. We will contact those candidates who most closely match our requirements. We thank you in advance for your interest.
About C2C Houston

**Background and Call to Action**

Children in the greater Houston area are not equitably achieving post-secondary success. In 2010, the Houston Endowment produced a report entitled, *A New Measure of Educational Success in Texas*. The report examined the percentage of Texas 8th grade students who achieved any sort of postsecondary certificate or degree within six years of their expected high school graduation date. The report indicated that only 19.4% of students in Harris County that started the 8th grade in 2005 completed any form of a postsecondary credential. Additionally, the completion rate for economically disadvantaged African-American students was 9% and 10% for economically disadvantaged Hispanic students. Of note, most of the 2005 8th graders who received a post-secondary credential obtained a four-year degree as their terminal degree: 14.4% earned a four-year degree, 4% earned an Associate’s degree and 1% earned a technical certification.

The failure of so many of our children to obtain a post-secondary credential creates significant concern for the health and well-being of our residents, their future families and the sustainability of our region. Moreover, to our knowledge, the greater Houston area has never had a comprehensive education strategy to address these concerns. Houston Endowment and Kinder Foundation are joining forces to develop an initiative to drive educational excellence at all levels and for all children in the greater Houston region. This initiative will be supported by a backbone organization that embodies the guiding principles articulated below.

**Guiding Principles**

The key principles required for this initiative to be successful are as follows:

1. Initiative leadership must have cross-sectoral representation at all levels and, in particular, at the Board level
2. There must be an unwavering commitment to developing reliable, credible and actionable data
3. Data, not ideology, must drive strategies and practices
4. Unwavering commitment to using data to drive action and positive results
5. The initiative will identify and share best practices by effectively engaging community expertise
6. There must be a commitment to complete transparency with the community as well as with the initiative members
7. The initiative must effectively support the collaboration and alignment of community resources
8. The initiative is not expected to act in the capacity of a funder
9. Initiative staff must be independent from any other entity

**Measure What Matters**

**Identify Effective Practices, and**

**Mobilize Resources to Spread What Works**