

VenturaFinn

Executive Search
NYC/Connecticut

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Position Profile

SEO

Chief Administrative Officer

SEO

February 2020

The Company

SEO www.seo-usa.org

Established in 1963 by Michael Osheowitz, SEO (Sponsors for Educational Opportunity), is an educational non-profit focused on improving outcomes for students from underserved and historically underrepresented backgrounds. For over 50 years, SEO has been an innovator in education, mentorship, and creating educational programs and opportunities that maximize the full potential of our students.

Each year SEO serves 4,000+ participants nationally and is widely recognized for developing best-in-class programs with exceptional results.

Not every SEO participant is on the same journey, but all are hungry for opportunity. SEO creates an ecosystem of excellence: empowering individuals to move from high school through college, from underserved communities to middle class (SEO Scholars), from underrepresented interns to prestigious careers (SEO Career and SEO Law), from successful professionals to positions of economic influence (SEO Alternative Investments). We propel human potential.

- **SEO Scholars** is a free, eight-year, academic program that gets low-income public high school students to and through college—with a 90% college graduation rate. 100% of SEO Scholars are accepted to four-year colleges, with 85% being first-generation college graduates. More than 75% of current SEO Scholars are attending colleges and universities designated as selective or above on the US News and World Report rankings.
- **SEO Career** is the nation's premier professional development program, providing Black, Hispanic, and Native American undergrads with everything they need to land an internship: industry exposure, career guidance, interview skills, and intensive training. Approximately 80% of SEO Career interns receive full-time job offers from SEO Career partners before they graduate college. SEO Interns earn an average of \$10,000 per summer. SEO Career partners with 80+ corporations and organizations offering summer internships
- **SEO Law** is the only program of its kind, offering talented, incoming, underrepresented law school students the opportunity to secure a paid internship at a top law firm the summer before law school. The SEO Law Fellowship program has an impressive network of more than 1,600+ SEO Law alumni, who have gone on to work as Chief Legal Officers, U.S. District Attorneys, Deputy/Assistant Attorneys General, U.S. District Court Judges, and U.S. Cabinet/Congress Members. SEO Law partners with more than 41 law firms in 12 cities across the U.S.
- **SEO Alternative Investments** provides education, exposure, training and mentoring opportunities for talented professionals traditionally underrepresented in the alternative investments sector.
- **SEO Alumni** helps SEO's alumni network of more than 14,000 professionals, representing 46 U.S. states and 48 countries, remain engaged with the organization and one another, supporting their ongoing professional and leadership development via panel discussions, networking events, virtual resources and volunteer opportunities. Alumni leadership has spurred the creation of SEO's international affiliates: SEO London, SEO China, SEO Vietnam, and SEO Africa.

The Opportunity

The Chief Administrative Officer reports to the CEO and is a trusted advisor to the CEO, Board, leadership team and partners on the development and implementation of an organizational model and infrastructure that enhances SEO's ability to achieve its mission. SEO has grown dramatically under the current Board and leadership. In recent years SEO impact and results have led to its budget increasing from ~\$10 million in 2014 to over \$27 million in 2020. SEO serves 4,000+ participants nationally and is widely recognized for developing best-in-class programs with exceptional results. In addition, SEO has a global network of 14,000 alumni.

The Chief Administrative Officer (CAO) will be a key member of the senior leadership team, responsible for strengthening and leading SEO's leading operational and support teams to new levels of performance, addressing current inefficiencies, and ensuring SEO's overall financial strength and operating effectiveness to maximize service delivery for the benefit of program participants. This individual will play a key role in supporting the day-to-day work of the staff by leading organizational change and operational improvements that streamline work processes, eliminate friction and foster a highly productive, collegial culture. The CAO will work closely with the President & CEO to assess the organizational needs and create the infrastructure, systems, and processes required for SEO to continue to grow. This is both a hands-on and collaborative leadership role requiring experience leading an organization's core financial, human resources and technology team, infrastructure, policies, processes and systems for optimal performance. S/he will develop strong, collaborative working relationships with SEO's employees and partners and inspire and motivate the team with energy, commitment and passion for the SEO Mission.

Location

The Chief Administrative Officer will be located in New York City.

Key Relationships

Reports to SEO President & Chief Executive Officer

Direct reports include:

VP, Finance, Administration, and Real Estate
Human Resources
Information Technology

Key interactions with:

Chair of the Board of Directors and full Board
Executive Vice President
Program Leadership

Responsibilities

- Partner with the CEO and the senior leadership team on a range of organizational development priorities to ensure that the organization has the right culture, people, structures, and capabilities, while maintaining its results oriented spirit.
- Lead and direct the finance, human resources and technology functions, design and introduce improvements that facilitate smooth and efficient operations, advance strategic objectives and enable staff to achieve individual, team and organizational goals.
- Work across the organization to build a strong organizational culture that reflects SEO's values and ensures that the organization continues to be a vibrant environment where mission-aligned people want to work.
- Demonstrate openness to new approaches by employing a continual spirit of learning: apply new thought and technology as well as employing traditional technology and thought processes in a new way.
- Attract, retain, and inspire top functional talent, creating a strong, and client-service oriented team. Foster a workplace culture that allows team members to maximize their performance and engagement.
- Support the continued professional development of the staff to reinforce their ability to provide, in an integrated and cohesive manner, a high level of service to the organization, students, faculty and partners.
- Regularly evaluate all administrative and support functions and revise processes and procedures as necessary to guarantee efficient and cost-effective operations and improve overall expense management, decision making and continuous improvement, directing upgrades as appropriate.
- Align all staff functions and initiatives with the strategic plan and encourage/facilitate cross-function staff initiatives as necessary to support the organization's strategy.
- Improve access to and analyze data to improve operations, team performance and ROI; develop/implement appropriate metrics and ensure timely and reliable provision of critical management information and analyses.
- Keep the CEO and Board abreast of current issues and potential problems as they develop. Attend and present at the organization's board meetings when required.

The Candidate

Professional Qualifications

- A minimum of 10+ years of successful senior executive experience principally as a CAO/COO or as a "Chief" of Finance, Technology or Administration/Human Resources at a Professional Services firm, a non-profit or another organization with similar model and culture.
- Experience in leading gap analyses to identify and prioritize operational improvements, and building, leading an organization in implementation.
- Superior management skills; strong mentoring, coaching experience to a team with diverse levels of expertise.
- Demonstrated competency to work in a diverse, consensus-driven culture with a strong commitment to social responsibility.

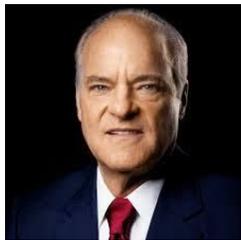
Professional Qualifications, cont'd

- Excellent academic credentials and proven executive and management experience and skills.
- Strong general business acumen, rather than a single functional focus, but with substantial financial management experience.
- A track record of building and leading high-performance teams that collaboratively work to meet established organizational goals.
- Strong interpersonal skills and the ability to manage and influence direct reports, partners, associates, and staff to gain buy-in and support for ideas and initiatives in a collaborative manner.
- Excellent oral and written communications skills.
- MBA or other advanced degree a plus.

SEO Leaders

Henry Kravis

Chairman, SEO Board of Directors



Henry Kravis co-founded KKR in 1976 and is Co-Chairman and Co-Chief Executive Officer. He is actively involved in managing the Firm and serves on each of the regional Private Equity Investment Committees. Mr. Kravis currently serves on the boards of First Data Corporation and ICONIQ Capital, LLC. Mr. Kravis is chairman of the Business Council and also serves as a director, chairman emeritus, or trustee of several other cultural, professional, and educational institutions, including Claremont McKenna College, Columbia Business School (co-chairman), Mount Sinai Hospital, the Partnership for New York City (former chairman), the Partnership Fund for New York City (founder), Rockefeller University (vice chairman), Sponsors for Educational Opportunity (chairman), and the Tsinghua School of Economics and Management in China.

He earned a B.A. from Claremont McKenna College in 1967 and an M.B.A. from Columbia Business School in 1969. Mr. Kravis has more than four decades of experience financing, analyzing, and investing in public and private companies, as well as serving on the boards of a number of KKR portfolio companies.

William Goodloe
President & CEO



Since William Goodloe joined SEO as President & CEO in 2001, he and the SEO team have focused on steadily enhancing SEO's programs targeting young people underserved and/or underrepresented at top colleges and in coveted industries. Each year SEO serves 4,000+ participants nationally and is widely recognized for developing best-in-class programs with exceptional results. SEO's success during William's tenure has led to a 700% increase in young people served annually, along with SEO's budget growing by \$20 million.

William also guided The Campaign for SEO, which fully funded the purchase of a new headquarters. From 1996 through 2001, William was Executive Director of Inner-City Scholarship Fund, which supports NYC Catholic schools serving children from low-income families. Under William's leadership there were dramatic increases in funding for schools, student scholarships, and school capital repairs, as more than \$100 million was raised in annual and endowment funds.

William began his career in advertising and sales management, including positions with Procter & Gamble and Corning Inc. William is a trustee of the Altman Foundation and Partnership Schools. In addition, he serves on advisory boards for Columbia University and the Federal Reserve Bank of NY. He has also been appointed to a citywide commission and an education task force by NYC Mayors Bloomberg and de Blasio, respectively.

William is former board President of the NYC Association of Fundraising Professionals. William received his MBA from Columbia Business School and B.S. from American University.

Julian Johnson,
Executive Vice President



As Executive Vice President, Julian Johnson oversees all program activities for SEO Scholars, SEO Career, SEO Law, and SEO Alternative Investments, each of which has improved dramatically under his leadership. Julian joined SEO in 2002, bringing over twenty years of experience in development and executive leadership to the organization.

Previously, Julian was Director of Development and Corporate Partnerships at the Institute of International Education (IIE) where he helped to develop the IIE Scholar Rescue Fund. He has also held senior development and executive positions at Teach for America, Associated Black Charities of New York, A Better Chance and the NAACP Legal Defense and Educational Fund. He holds Master's Degrees in Developmental Psychology from Teachers College, Columbia University and in Non-Profit Management from the New School. Julian served on the board of trustees of the Institute of International Education and on several scholarship and fellowship review committees.

Contact:

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