



The Switzer Learning Center

Executive Search - Executive Director

Position Overview

Sterling Search Inc. has been exclusively retained to recruit for the new **Executive Director** for **Switzer Learning Center (The Center)**.



Switzer Learning Center began as the South Bay Center for Educational Therapy in a leased storefront in Hermosa Beach in 1966. Offering an innovative educational therapy program to a few students with learning disabilities, its founder Dr. Janet Switzer's after-school educational therapy became a groundbreaking model for working with children with learning and emotional problems. In 1972, Switzer's services were expanded when the Switzer Center moved to Torrance.

Its current Executive Director, Dr. Rebecca Foo, expanded the services to include a nonpublic agency under the new name Switzer Center School and Clinical Services after Dr. Switzer retired in 1994. With the move to a new custom-built campus in fall 2005, after the completion of a successful \$5M capital campaign, Switzer Learning Center almost tripled in space, allowing for more students and services in its Heritage School Program. The building is fully owned by the Center. To serve the needs of students with moderate to severe autism, the Spectrum Program began in 2006, and the Self Advocacy and Independent Living (SAIL) Transition Program was added in 2012.

The Center has a highly respected history of more than 50 years of working with children who have been unsuccessful in traditional classrooms because they need the special attention and encouragement that only a school like Switzer can provide. In a caring, supportive, and individualized academic program, students learn to develop their strengths, accommodate for their weaknesses, and build upon their successes – one step at a time. The Center has helped thousands of students of all ages and learning abilities achieve their academic and personal goals that were unattainable in conventional academic settings. It is gratifying to see children’s faces light up when they realize that they have finally mastered a concept, correctly calculated a math problem, or discovered that reading can be fun and exciting. These are everyday miracles at Switzer Learning Center as it fulfills its mission of “Nurturing students of all abilities to believe, achieve, and thrive!”

Dr. Foo, having done so much to take the Center to the level and recognition it receives today, is now ready to retire. As with any leadership departure, it provides the Board of Trustees (“Board”) an opportunity to re-assess the organization. Although the Center has created impactful services, a great brand, and a staff who are very talented and devoted to their students, there is so much more that can be done especially in the areas of strategic planning, staff development, and revenue diversification.

Today, the Center is a \$3.5 million 501(c)(3) non-profit organization with about \$3.5M in assets and about 55 staff. Just over \$3 million is generated by contracts with school districts, about \$500K from fundraising and the remaining from some earned income and distribution of assets.

The Board also recognizes that like most things the tried and tested student delivery systems established many years ago can change. Therefore, they are open to a new Executive Director who brings innovation, a renewed energy, and an unforgiving passion to do more and do better for the students the Center serves.

With a well-tenured and seasoned senior leadership team and an impressive Board who have a vision for serving more students, the Center is ready for some new inspirational growth. The Board is excited to see candidates who will bring a new style of leadership and collaborative vision to the Agency, realizing the wealth of opportunities that lie before them yet still operating under the premise of pioneering the highest quality of services for the students they serve.

The new Executive Director will be an innovative and accomplished visionary leader who will inspire staff, Board and volunteers. She/he will be charged with building on the Center’s track record of success by further developing the organization’s vision, and achieving its goals for continued financial stability, community engagement and enhancing the impact of its services. The Executive Director must bring an entrepreneurial spirit and a demonstrated track record of revenue diversification and growth.

This individual must possess high emotional intelligence, be naturally persuasive and fair, and value accountability for themselves and others. The new Executive Director will lead based on the core ethics of collaboration, communication, self-improvement, and the drive for excellence, ensuring that the best services are being delivered to the students.

This is a phenomenal and rare nonprofit Executive Director opportunity to work with an Agency that has exceptional services, strong financials and a Board and staff who are excited for the next stage of the Center's growth.

Position Description

Statement of Purpose

Under the direction of the Board, the Executive Director directs the planning, development, implementation, and administration of its services and ensures organizational compliance with local, County, State and Federal laws as it relates to funders' contracts as well as personnel and employment related laws and regulations. Responsible for the development, implementation and results of services and has the responsibility to oversee, support and coordinate projects of committees and sub-committees.

The Executive Director acts as Switzer's fiduciary leader, translates its mission & vision into a strategic plan developed with the Board's direction, keeps the organization financially and operationally strong, manages day-to-day operations and provides best-in-class services ensuring that the organization evolves to address the changing needs of individuals Switzer serves.

The Executive Director serves as Switzer's overall spokesperson, representative and agent of change, and cultivates strong working relationships with funding agencies, elected officials, community leaders, service partners/stakeholders, donors, and others.

Overall, the Executive Director builds, fosters, and maintains a balanced organizational culture that combines the richness and relevance of services with the efficacy of best business practices, fiscal accountability, and institutional impact.

Specific Duties and Responsibilities

Leadership:

- Works closely with the Board, establishing a shared vision for the future of the organization and develops appropriate goals and strategies to advance the mission and growth of Switzer.
- Oversees the development and implementation of short- and long-range asset and fiscal strategic planning initiatives to ensure that current and future programs and fiscal goals/needs are clearly identified and addressed.
- Leads a collaborative process with the Board and its committees, executing decisions effectively and ensuring that the Board and its committees are informed of critical developments in a timely and effective manner.
- Guides the increased awareness and impact of the organization, clearly articulating its mission, vision, services, and strategic direction.

External Affairs/ Public Relations/ Funding:

- Engages with school districts to steward existing relationships and acquire new ones, with a focus on continuing to maintain and develop new revenue/contracts.
- Serves as chief fundraiser sustaining current funding levels and, also actively expanding networks from which new funding can be cultivated across a diverse mix of corporate, foundation, individual, public-sector funders etc.
- Engage and build business partnership and relationships with other entities that can drive referrals of students and/or new programming.
- Manages communications/ social media.

Program Management:

- Partners with the Principal in the achievement of program deliverables and outcomes as well as each program's fiscal outcomes.
- Oversees a balance of the needs of the organization's services within the realities of available fiscal resources.
- Identifies gaps in services and staffing and directs available resources to address these.
- Develops processes and continuous quality improvement systems with the Principal to monitor the organization's program outcomes and adjust as necessary.

Human Resources:

- Oversees human resources and ensures the organization is compliant with all federal, state and local laws and regulations.
- Manages and implements an effective performance management system for all employees which will include setting objectives and evaluation on an annual basis.
- Develops staff recognition programs and engenders a collaborative environment, which encourages staff opportunities for growth within the organization.
- Define and execute the strategy of effectively mobilizing volunteers in support of the organization.

Financial and Risk Management:

- Oversees the preparation of the annual budget for the Board's financial management, allocation and expenditure controls for the operations of the organization.
- Oversees the development, implementation, and evaluation of objectives, policies/procedures, and operations for all assigned fiscal service areas to ensure maximum revenue reimbursement and funder compliance.
- Directs the management of information technology functions including systems applications, and development, database administration and financial systems.
- Provides for proper compliance and risk management, ensuring strict contract compliance with funder requirements.

Administration and Operations:

- With the Board Chair, coordinates the efforts and initiatives of the Center's Board Committees, Board meeting agendas, Board retreats; recruits diverse, talented, and experienced new Board members; encourages and plans Board members' involvement in a

range of the organization's activities including in development of the strategic plan, fundraising, financial oversight, services review, etc.

- Develops and recommends policies and procedures as requested by the Board, implements approved Board policies, services goals, and objectives, and works collaboratively to enable the Board, its committees, and individual board members fulfill their governance functions.
- Directs day-to-day operations and oversees the administration, coordination, and implementation of organizational policies, procedures, strategic planning, and services.
- Regularly provides concise reports to the Board on the state of the organization (key compliance issues, service delivery and outcomes, revenue and expenses, and related administrative matters toward the development and execution of the organization's mission, policy, and procedures).
- Oversees facilities management and safety.
- Executes all other reasonable duties as assigned by the Board.

We are seeking candidates offering the following qualifications:

- Have a passion for self-determination and empowering people with disabilities. Have a well-developed, progressive philosophy of disability and service provision built upon a strong personal or professional connection with the disabled community.
- A minimum of 7 years of senior management experience, with increasing levels of responsibility and management of staff, preferably with direct stewardship of a Board of Trustees.
- Proven track record of management success with comparable Profit & Loss, planning, facilities and operations responsibilities.
- Experience leading an organization through significant change and growth.
- A demonstrated ability to plan and operate strategically, to build public support, to strengthen infrastructure, to inspire staff and the Board, and to develop effective services.
- A strong interpersonal and communication skill set and demonstrated ability to work effectively with and gain the respect and support of varied and changing constituencies, including clients and their families, staff, Board members, potential donors, volunteers, community leaders and others.
- Proven track record of diversifying and growing funding streams.
- Exceptional financial, organizational, and administrative skills.
- Excellent knowledge of fiscal management, budgeting, and cash flow management.
- The ability to plan, set goals and objectives, organize, and follow through.
- A team builder with good communication skills and a track record of effective staff management, including hiring, rewarding, and retaining talented managers and administrative staff members.
- Ability to juggle many responsibilities at once and to operate both independently and with the flexibility to be part of a team.
- Computer literate: Knowledge of Word and Excel and ability to learn software.
- Bachelor's degree required, with an advanced degree preferred.

The ideal candidate will demonstrate the following capabilities:

- Commitment to the mission of the Center, with the credibility and persuasiveness to secure support from others.
- A manager who leads by example and exemplifies the values and ethics of the organization.
- An organized individual with strong creative and conceptual skills.
- A hands-on, engaged leader who functions and communicates effectively without being autocratic or political; must be a team player who is inclusive, flexible, creative, energetic, and fair minded.
- A decisive and resourceful individual with the willingness to accept responsibility and take charge of results.
- A self-starter who is confident enough to express opinions, forging ahead when appropriate and holding back when necessary, and sensitive to the feelings and opinions of others.
- An energetic person who is emotionally mature and dependable, a collegial individual

Compensation Range – Mid \$100's

Please send resumes to: Sterling Search, Inc.



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TO APPLY: www.sterlingsearchinc.com/switzer
www.sterlingsearchinc.com

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Any resumes sent or telephone calls made to the Center will be redirected to Sterling Search

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