



Commitment | Growth Mindset | Empowerment | Hustle | Leadership | Innovation

## Chief Operating Officer

**Start Date:** March 1, 2021

**Employment Type:** This is a full-time position

**Location:** Bronx, NY or virtual

**Reports to:** CEO

### **General Overview:**

The Knowledge House's mission is to empower and sustain a talent pipeline of technologists, entrepreneurs, and digital leaders, who will uplift their communities out of poverty.

The Knowledge House (TKH) approach is to (1) close gaps in the education-to-employment pipeline in underserved Bronx neighborhoods by teaching young adults aged 16-24 skills to launch careers or ventures in technology, and (2) support links between local youth, tech innovation, and business development that bring positive community impact.

Headquartered in the South Bronx, the poorest congressional district, TKH has served more than 1700 students. Current core programs include our Innovation Fellowship in software engineering for adult job trainees, and our Karim Kharbouch Coding Fellowship for high school students to learn web design.

### **Benefits of working at The Knowledge House:**

- Apply your skills while giving back to Bronx youth, low income and other underrepresented communities
- Lead innovation in the emerging tech movement in the Bronx
- Join a startup where every team member is expected to contribute to strategy, create solutions and improve organizational culture
- Flexible schedule hours; ability to work from home for part of the work week

### **Job Summary:**

The **COO** will be directly responsible for leading day-to-day operations and programs at The Knowledge House to ensure an incredible student experience, as well as partnering with the CEO to scale the organization 10x and grow into 3 new markets over the next five years. This role includes overseeing the growth of our flagship software engineering fellowships while maintaining our stellar job placement rate, leading our expansion to serve students in new cities, ensuring high-quality corporate partnerships and wrap-around services for our students, developing our staff, and leading all HR, operations, administration, and finance functions. The COO will directly supervise a team of 12 FTE and 8 consultants.

### **Responsibilities will include but are not limited to:**

#### **1- Supervise Programs & Partnerships (25%)**

- Supervise the Director of Programs, who oversees the Manager of Teaching &

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Learning, the Teaching Team, the Manager of Programs, the case and recruitment specialists, the Bronx Digital Pipeline consultant, and the Manager of Career Success.

- Ensure TKH maintains its 85% graduation rate and improves its 75% career and higher-education placement rates, along with student and alumni enthusiasm and satisfaction. Increase alumni wage gains.
- Lead the team to scale the annual student cohort size to 240 in 2021 and up to 1,100 in coming years.
- Lead the team to build systems to effectively serve students in 3 additional geographies based on resources and partnerships secured.
- Ensure corporate and social service provider partnerships meet student and partner needs.

## **2- Supervise Finance, Operations & Administration (25%)**

- Supervise the Senior Manager of Operations, Data and Technology, the Fiscal Manager, the web developer, and the accounting and HR consultants.
- Lead financial reporting, forecasting, and budgeting process to ensure TKH's sustainability
- Lead reporting of program impact and organizational health to leadership and external stakeholders
- Ensure TKH is in compliance with all insurance policies, employment & tax laws
- Oversee the maintenance of IT infrastructure and facilities as the organization shifts from remote to in-person

## **3- Lead the scaling of TKH's systems (15%)**

- Partner with the CEO to chart TKH's five year growth strategy to serve 1,000 students annually across 3 additional markets (4 total), leading iterations on the strategic plan and TKH's operating manual as needed
- Evolve systems across programs, operations, HR, and finances to ensure TKH can 10x the student cohort and grow into new markets, meeting student demand

## **4- Lead and mentor the team day-to-day (35%)**

- Serve as the culture, professional development, and HR guru for the organization. Refine and lead performance management systems, including cross-team project management, goal-setting, reviews, professional development, culture building, staff surveys, hiring, and org chart planning.
- Lead hiring process for 11 new roles TKH is filling in 2021, and prepare organization for further team growth in accordance with the strategic vision.

## **You're an ideal candidate if you are/have:**

- A passion and love for our students and their genius. A tenacious desire to smash all barriers in the way of our students accessing rewarding, high-paying careers in technology.
- 7+ years of staff management including hiring, developing and evaluating operations and/or program staff. You have coached supervisors, motivated and influenced others, built powerful culture, helped everyone exceed their goals on deadline, helped your people grow into new levels of leadership

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- A track record of success leading and managing a diverse team. You love building team culture, mentoring and coaching, and folks who have worked for you love you.
- Experience scaling an organization or team. You know what it takes to lead 10x growth.
- Financial and HR expertise. You have managed a \$2.5MM+ budget and you have prior experience leading HR systems.
- The ideal candidate will have prior experience in the workforce development field or corporate sector. Experience in the tech sector is a plus.

The salary range for this role will be between \$95K - \$125K. Benefits include health, dental, and vision insurance, a 1.5% 401k match, a monthly tech stipend, and 24 days of paid time off.

**To apply, please email** your resume, written interview questions and video interview questions to [careers@theknowledgehouse.org](mailto:careers@theknowledgehouse.org) with "YOUR FULL NAME\_COO Application for TKH" in the subject line by Tuesday, 1/19/2021 at 11:59pm ET.

## FAQ

### THE BASICS

- **Where is this job located?** The Chief Operating Officer (COO) is currently a remote position. TKH currently has offices in The Bronx, NY. Post-COVID-19 (January 2022) the COO will be required to travel once a month.
- **What is the start date?** March 2021.
- **What is the salary range (and benefits) for this role?** \$95K - \$125K salary range. Benefits include health, dental, and vision insurance, a 1.5% 401k match, a monthly tech stipend, and 24 days of paid time off.
- **Will the organization help me with relocation expenses?** The COO role is a remote position which does not require relocation.
- **What are my typical office hours?** A standard 9-5 work day. Programs and events are often planned for nights and weekends. There is a culture of adjusting your work day to be available to participants during non-business hours.
- **How much travel is required for this role?** After COVID-19 is no longer a threat to working in person, the COO should expect to spend at least 3-4 business days per month in the home office in The Bronx and travel to other cities as needed.
- **What does the application and selection process look like?**

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<b>EARLY APPLICATION DEADLINE</b>	<b>Tuesday, January 19th 2021 at 11:59pm ET</b>
<b>NOTES</b>	<ul style="list-style-type: none"> <li>• Should you move forward in the process, your responses to these questions will be read by every member of the selection committee. Consider your responses accordingly.</li> <li>• Please note that for us to consider your application complete you'll need to submit your written application and video interview BY 1/19/2021 at 11:59pm ET.</li> <li>• After you submit your application, TKH will send you all key dates related to our interview process so you can block your calendar and plan in advance.</li> </ul>

• **What does the search timeline look like?**

<b>Week of January 25th</b>	<p>The Selection Committee will select a small number of candidates to advance to a virtual interview.</p> <p>Virtual interviews will be 1 hour and will <b>likely</b> take place in late January with potential follow up interviews in early February.</p>
<b>Week of February 1st</b>	<p>A few days after the interviews, the Selection Committee will select 1-2 finalists from the virtual interview day and invite them to a final half day (3-4 hours) of virtual interviews in early February with TKH co-founders and staff. Candidates complete a performance task in advance of the finalist interviews.</p>
<b>Week of February 8th</b>	<ul style="list-style-type: none"> <li>• Both the TKH Selection Committee and the top finalist(s) will engage in "mutual due diligence."</li> <li>• TKH checks 6-10 references for each finalist, though we often ask for more.</li> <li>• Candidates ask additional questions about working with the organization and its team and leaders and have free range to speak to anyone they would like to within the organization.</li> </ul>
<b>Week of February 15th</b>	<p>Applicants notified of decisions with an expected start date in March.</p>

**THE ROLE**

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- **How big of a team will I manage? How many people will I need to hire?**
  - The COO will have two direct reports and manage a team of 12 full-time staff, and in addition 8 consultants. Out of the 12 FTE, 6 are currently on staff and 6 are open roles. The consultant roles include 5 current consultants and 3 open consultant positions. See the org chart below. The COO will directly oversee the programs department and the operations department. The COO will be charged with hiring all 11 new roles TKH is staffing in 2021.
- **What are the top 3 things that the new COO will spend their time doing in their role in their first year?**
  - Refreshing all programs and operations systems to ensure we can meet our ambitious growth and scaling goals while maintaining or improving our student outcomes.
  - Hiring new staff, coaching existing staff, team building and creating a professional development plans for 2022
  - Building financial credibility with the board & aligning with fundraising and growth efforts, to drive necessary future plans for organizational success.
- **How will my success be measured a year into joining TKH as COO?**
  - You led high-quality programs and implemented improvements to keep us on track to exceed our enrollment, graduation, and job placement goals for our students.
  - You ensured that student enrollment growth targets and national expansion goals were met.
  - You developed high-fidelity financial management and reporting processes that lead to a successful FY21 audit.
  - You created an organizational design plan for future staffing, infrastructure, performance management and system growth.
  - You live and model the values of TKH: Commitment, Growth Mindset, Empowerment, Hustle, Leadership & Innovation.
- **What are the greatest opportunities I'll have in this specific role?**
  - You will be iterating on one of the nation's most diverse and social justice-focused software engineering workforce development programs. You will have the chance to use tech for good: for economic development, to address racial injustices, and to ensure brilliant leaders of color are creating tech, not just consuming it. You will be expected to iterate quickly on our programs and strategy in order to continuously improve our students' outcomes.
  - You will have the chance to develop and coach an incredible, diverse team, as our organization grows to 10x the number of extraordinary students we support over the coming years.



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- You will build powerful partnerships with partner organizations that span from tech start ups, to Fortune 100s, to social service providers, to peer workforce development organizations.
- **What are some of the challenges I may encounter?**
  - The incoming COO will be taking on tasks that are outside of the scope of the COO until all open roles are staffed over the course of 2021.
  - We are growing our team and national footprint in 2021. The COO can expect rapid growth, and should be prepared to lead the staff in adjusting to larger scopes and increased goals.
- **What is the organization's budget?** The FY21 budget is \$2.9MM (budgeted).
- **Is there any information you can share about the strategic direction of the organization?** Yes. Please visit [here](#) to view TKH's vision deck.

## **THE TEAM + ORGANIZATION**

- **Where is the TKH Institute located?** The Bronx, NY
- **What results has TKH shown?** Please review our impact overview [here](#).
- **How much will I interact with the Board of Directors?** You will meet with and present to the board quarterly at a minimum, with our finance committee monthly, and on an ad hoc basis as is necessary.
- **Who are TKH's major donors?** [Here](#) is a summary of TKH's donor network.

## **Written interview questions (in lieu of cover letter)**

1. Please share your pronouns.
2. What is the earliest date you could start in this role?
3. What are your salary requirements for this role?
4. Did anyone refer you? If so, who referred you?
5. Please provide your LinkedIn URL:
6. Why are you interested in exploring whether the Chief Operating Officer (COO) opportunity is the right fit for you and The Knowledge House (TKH)?
7. Describe the role that you've had that is most similar to the COO role. Why was that role similar to the COO role at TKH and what did you accomplish?
8. What are the top 3-5 things that you are better at professionally than anyone in the world (or better than 95% of the people you know)?
9. What are the top 5 things that you do not want to do in your next job or the top three things those who have worked with you would say you are not so good at doing?

## **Video interview questions (in lieu of cover letter)**

Please record your answers to the questions below in a video not to exceed 12 minutes long.

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1. Imagine that you are at your first TKH staff meeting and you have a chance to introduce yourself, your professional background, and your vision for contributing to the TKH team.
2. TKH is on the precipice of major growth in our student enrollment and in our national footprint. Why are you interested in partnering with our CEO, senior leadership team, staff and board to drive this growth? Why do you believe this growth is important? How would you define successful growth?
3. What are your biggest professional learning, skills, and impact goals over the next 5 years? How will you know that you've met them?
4. Imagine that you are in your first weekly check-in with our CEO. Based on the job description and background documents we've shared, please walk through the agenda you'd set for this check-in meeting.

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