



Waterford.org

About Waterford.org

Waterford.org is an education nonprofit that blends the best aspects of learning science, mentoring relationships, and innovative technologies to form community, school, and home programs that deliver excellence and equity for all learners. Our programs serve over 300,000 children in 43 states every year, maximizing impact while minimizing complexity and cost. We honor the role that family members play at home, and empower them as children's first teachers, while supporting classroom teachers' efforts to achieve our shared goal of universal literacy.

Our Commitment to Equity & Inclusion

Waterford's commitment to inclusive excellence is foundational to achieving our mission of universal literacy. Waterford.org is a mission-driven organization, and diversity, equity, and inclusion (DEI) are at the heart of who we are and what we do. We make space for diverse voices and perspectives, and our values inform our decision making, talent recruitment, program development, and engagement with the children, families, and communities we serve.

We are committed to fostering a workplace culture and organizational identity that welcomes and values the unique contributions that employees and stakeholders bring in terms of education, culture, ethnicity, race, gender identity and expression, nation of origin, age, languages spoken, veteran's status, religion, disability, sexual orientation, and beliefs. We believe that diverse representation should exist across the breadth (functions) and depth (hierarchy) of Waterford.

Growth

Waterford.org is growing, both in terms of scale and impact, and also in adaptive change and perspective. Over the past four years, we have tripled in size and made significant improvements to our curriculum. Our family support model continues to distinguish Waterford as a leader in early learning, and we have been successful scaling with fidelity. More than anecdotal, our success is proven with tier 1 evidence (as defined by the [US Department of Education What Works Clearinghouse](#)), and our work has been recognized and funded by [The Audacious Project](#), [The Studio at Blue Meridian](#) and others who believe in its capacity to shift outcomes for the country's most under-resourced students. Internally, our evolved approach to recruiting and geographic flexibility have allowed us to increase diverse talent that is more representative of the families and communities we serve. We have very low regrettable turnover and a high-trust culture of belonging where our unifying mission acts as a bridge across differences.

The Opportunity

The Chief Revenue Officer (CRO) is a new role that will report to the Chief Executive Officer and lead Waterford's ongoing focus on growth and sustainable revenue. Consistent with other shifts underway across the organization to orient around a single message and a single product, we are unifying our revenue efforts. Our territory-based school relations professionals work with school districts; our government relations professionals work with education agencies at the state and federal levels as well as state and federal legislators (through contracts with external registered lobbying firms); our sales development, grant-writing, and sales operations

specialists support those two teams (total group of approximately 30 FTE). The move to bring all of these roles together under one banner creates a significant executive leadership position, and it catalyzes an unprecedented opportunity to leverage the convergence of schools, policy, and philanthropic partners at the highest levels to drive systems change and impact.

Responsibilities:

The CRO will build and lead Waterford's school and government relations organizational structure, strategies, goals, and activities to achieve organizational growth objectives for sustainable revenue. This includes strategy development informed by market and competitive data, the articulation and pursuit of public funding and policy objectives, opportunity management and forecasting, budget and resource planning, investing in education decision-maker relationships at the local and state levels, and attracting and investing in team and talent. Specifically, the CRO will:

- achieve assigned targets for number of children served and for annual bookings (billable contracts that become earned revenue once children are served); this consists of opening new programs or account relationships, expanding existing programs or account relationships, plus maximizing gross and net renewal rates (GRR, NRR) with a focus on multi-year commitments;
- be accountable for effective organizational design for sustainable revenue, including roles that pursue existing state and federal funding sources managed at both the local education agency (LEA) and state education agency (SEA) levels;
- be responsible for developing, leading, and executing legislative strategies that establish new and sustainable sources of program funding, as well as enhancing the policy brand of Waterford to help shape early education at both the state and federal levels;
- serve as the leader as well as the advisor to the CEO and Board of Directors on all matters of legislative consequence; monitor and assess state and local political environment and public policy (proposed legislation as well as existing regulations and rules) to determine where action is advisable;
- lead learning and professional development initiatives for team, including the implementation of a defined sales methodology, familiarity with public policy and funding in assigned geographies, understanding of pertinent early learning and family engagement topics and research, and deep understanding of communities served and Waterford/Partner solutions to meet stated needs;
- govern the organization's revenue performance management system, which includes the creation and distribution of quarterly and annual quotas as well as any bonus and commission structure if applicable; CRM (Salesforce.com), contract and quoting tools, KPIs/accountability metrics, and related reports and dashboards are largely in place but must be continuously evaluated and refined;
- manage monthly expense budgets and reliable forecasting of opportunities; ensure investments in the school and government relations organizations - including those in technology, training, administrative and other support - yield productivity gains and performance consistent with established objectives;

- establish and maintain productive peer-to-peer relationships with federal, state, and local decision-makers who control sources of government funding as well as influencers and advocates who influence such decisions;
- work closely with leaders of Outreach (SVP) and Program (COO) teams to align new and existing funding sources, local community needs, and Waterford and partner capabilities to achieve program goals - namely equitable access to academic success in Pre-Kindergarten through early elementary school for all children and families, and
- represent Waterford and its message in a compelling and inclusive way in public and private settings, including: expert panels, formal speaking engagements, legislative and agency hearings, small group meetings at the national, state, and local levels.

The Candidate

Waterford is seeking an individual who has a passion for education equity, an outstanding work ethic, and demonstrated excellence in inclusive leadership and communication. We're especially interested in candidates with experience leading highly successful government and school sales organizations working at the federal, state, and local levels - preferably in the educational technology space.

While no one candidate will embody all of the following qualifications, successful candidates will possess many of these professional and personal abilities, attributes, and experiences:

- Commitment to Waterford [mission, beliefs, and values](#) - including focus on Inclusive Excellence
- Outstanding inclusive leadership, communication, mentoring/coaching, and interpersonal skills (someone who empowers, motivates, unites, and challenges teams while holding them accountable)
- Open, creative, and collaborative problem-solver and strategic thinker who can effectively navigate complex and political environments
- Expertise in dealing with high-profile stakeholders such as elected officials, executives, and a variety of external constituencies
- High level of integrity, ethics, emotional intelligence, and business judgment to drive internal and external candor
- Experience to create and implement comprehensive Government Affairs strategies that include lobbying, third-party advocacy, and other activities that result in the successful engagement of external groups and influencers.
- Ability to speak and write persuasively with attention to detail and compliance
- 15+ years of progressive experience achieving revenue goals - from individual contributor to overall leadership - in rapidly growing organizations with \$50-150 million in annual revenue (preferably in the educational technology space)
- Four-year college degree from an accredited institution is preferred, but not required

- Knowledge of Salesforce.com and PowerBI is highly beneficial

Reporting

Our Chief Revenue Officer will report directly to the CEO and lead a team of approximately 30, as indicated above.

Working at Waterford.org

The range of annual cash compensation for the Chief Revenue Officer role *begins* at \$300k.

We offer a benefits package for eligible employees that includes fully paid base premiums for health insurance, dental insurance, basic life insurance, and disability insurance. New hires receive a one-time HSA contribution. Retirement contributions are matched up to 5%, and we have generous vacation, sick, and holiday policies.

Currently, Waterford requires all new hires to provide proof of COVID-19 vaccination or file a religious or medical exemption (as applicable by federal, state, and local law). Waterford.org team members are located across the United States and primarily work from home.

To Apply

Review of applications will begin immediately, and continue until the position is filled. For best consideration, please follow these instructions to submit a cover letter and resume by July 15th, 2022:

- [Visit the Opportunities section](#) on Promise54's website and click on the APPLY NOW tab within the Chief Revenue Officer - Waterford.org job description
- Answer a brief set of questions about you
- Below the questions, you'll be able to upload your resume as well as a cover letter

Finally, if you encounter any technical difficulties, please contact: admin@promise54.org.