



# Turning Point School

## Director of Finance and Operations

<b>LOCATION</b> Culver City, CA	<b>REMOTE SEMIFINAL ROUND</b> Mid-April	<b>START DATE</b> Late Spring / Early Summer
<b>POST DATE</b> February 28, 2025	<b>ON-SITE FINAL ROUND</b> Late April	<b>REPORTS TO</b> Head of School
<b>PRIORITY DEADLINE</b> March 28, 2025	<b>DECISION ANNOUNCED</b> May 9, 2025	<b>SALARY</b> \$200,000 - \$220,000



# Summary

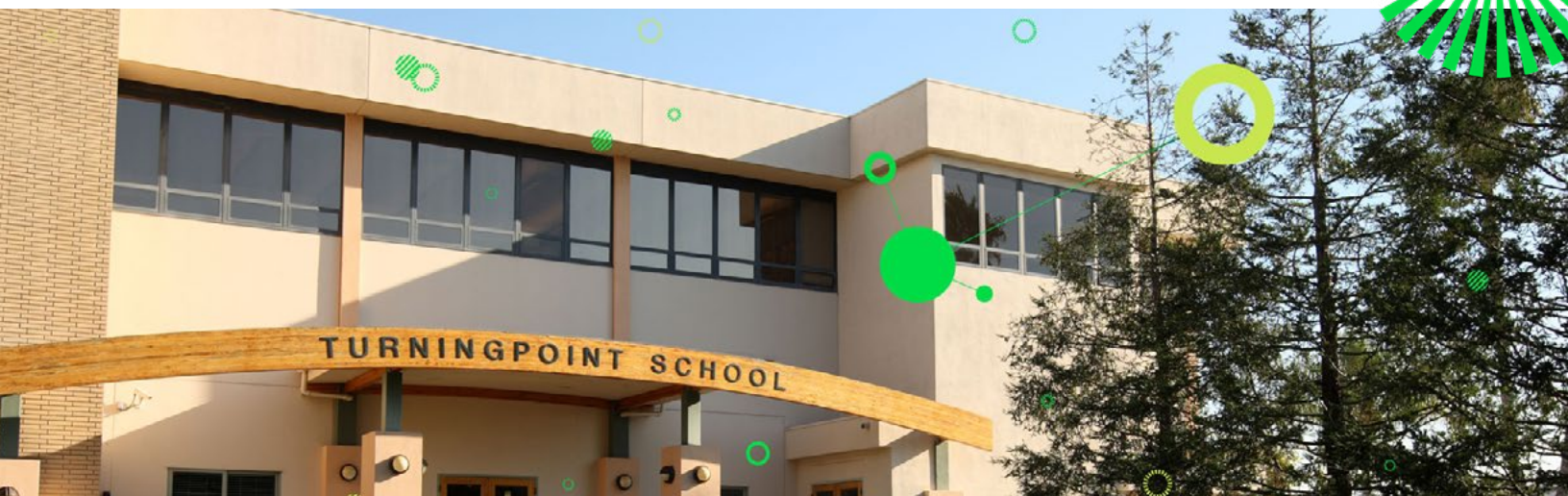
Since 1970, Turning Point has been graduating students who are confident in their abilities, masterful in their achievements, and empathic in their worldview. Located in Culver City, CA, Turning Point serves approximately 300 students in preschool through 8th grade. The school's "positive equation for achievement" is based on scientific research and positive psychology, and encompasses the intellectual, social, physical, ethical, and emotional elements that drive each student's experience and growth from the very first day of preschool until eighth grade graduation. The school is committed to a program that produces talented, capable students who are not only ready to take on the challenges of high school, but are proud to have already made the world a better place.

As a member of the senior leadership team, the director of finance and operations (DFO) oversees the school's financial management, in addition to key operational areas: facilities, human resources, security and safety,

and information technology. The DFO supervises two positions in the business office (a controller and an HR manager, the latter of which is currently unfilled), and facilities. The DFO partners closely with other senior administrators across multiple divisions and departments, including: academic, admissions, development, and DEI. An ideal candidate is someone who can provide day-to-day, hands-on leadership for finance and operations, but still offer strategic guidance to the head of school, senior leadership team, and board of trustees on long-term financial strategy. Culver City is a vibrant and rapidly transforming part of Los Angeles that offers many opportunities for growth, yet it is also a highly competitive market that requires creative approaches to resource management and financial planning. The DFO reports directly to the head of school and will be warmly welcomed to the community in the late spring or early summer.

## MISSION

We open our doors every day to create a **dynamic learning community** in which each child grows into their best self.



# Our Positive Equation

Based on scientific research and the field of positive psychology, our positive equation for achievement encompasses the **intellectual**, **social**, **physical**, **ethical**, and **emotional** elements that drive each student's experience and growth, from the very first day of preschool until eighth grade graduation.

31 <b>Ex</b> EXPLORATION	32 <b>Ei</b> CURIOSITY							39 <b>Em</b> EMPATHY	40 <b>C</b> COURAGE
21 <b>Rs</b> REASONING	22 <b>Ct</b> CRITICAL THINKING	23 <b>Fr</b> FRIENDSHIP	24 <b>R</b> RESPECT	25 <b>Pl</b> PLAY			28 <b>G</b> GLOBAL CITIZENSHIP	29 <b>Id</b> INDEPENDENCE	30 <b>Pr</b> PURPOSE
11 <b>Cr</b> CREATIVITY	12 <b>Nq</b> INQUIRY	13 <b>In</b> INCLUSION	14 <b>Ki</b> KINDNESS	15 <b>Ag</b> AGILITY	16 <b>W</b> WELL-BEING	17 <b>Av</b> ADVOCACY	18 <b>It</b> INTEGRITY	19 <b>Cf</b> CONFIDENCE	20 <b>Mo</b> MOTIVATION
1 <b>Iv</b> INNOVATION	2 <b>Ps</b> PROBLEM-SOLVING	3 <b>Le</b> LEADERSHIP	4 <b>Tr</b> TRUST	5 <b>Re</b> RESILIENCE	6 <b>Sb</b> SUSTAINABILITY	7 <b>Eq</b> EQUITY	8 <b>Ac</b> ACCOUNTABILITY	9 <b>Cn</b> COMPASSION	10 <b>Gr</b> GRATITUDE

## THE INTELLECTUAL ELEMENTS

As our students navigate our rigorous curriculum, we encourage them to take ownership of their learning. While a thoughtfully designed scope and sequence guides our curriculum, we honor your child's unique path. Personalized, strengths-based instruction means students experience the right level of challenge as they practice critical thinking, innovation, and problem-solving—elements they will continue to utilize through high school, college, and beyond.

## THE SOCIAL ELEMENTS

Very few things happen in isolation. Having the aptitude to move comfortably among peers and to connect with those different from oneself are crucial qualities your child will need

to successfully contribute to a global society. From day one, our students exercise leadership, inclusion, trust, and kindness as they learn to collaborate and to build healthy friendships.

## THE PHYSICAL ELEMENTS

Research reveals a significant correlation between physical well-being and success in learning. A balanced curriculum creates space for play, promotes agility and motor skills, and elevates sportsmanship. We foster in our students an appreciation for their physical selves, and dedicate intentional time to nurturing healthy habits.

## THE ETHICAL ELEMENTS

Growing your child's ethical mind goes deeper than knowing right from wrong. As a community, we cultivate

shared values rooted in integrity, equity, and empathy. Our students speak up for themselves, as well as for those who do not have a voice, and shoulder responsibility for their peers as they embrace their obligations as compassionate global citizens.

## THE EMOTIONAL ELEMENTS

Children travel remarkable and complex paths through childhood and adolescence. In our dynamic environment, students harness the power of emotion to assign personal relevance and meaning to their learning. By summoning the courage to test their independence, confidence, and compassion, students are able to see themselves in the best light—as great friends, deep learners, and true collaborators.





# Preschool-8 Model

The Turning Point program, which spans preschool through eighth grade, honors the profound brain reshaping periods during both early childhood and early adolescence.

Research shows that middle school students perform better academically and have a higher perception of their own abilities in Preschool-8 schools, where they feel more seen, more confident, and more engaged.

Turning Point is committed to a Preschool-8 program that produces talented, capable students who are not only ready to take on the challenges of high school, but are proud to have already made the world a better place.



# Our Story

For over 50 years, Turning Point School has maintained a focus on the whole child, emphasizing successful development of all facets of children’s learning: intellectual, social, physical, ethical, and emotional.



## 1970’s

The school began as a Montessori-based preschool in 1970, when a group of educators and business professionals strongly committed to the principles of developmentally appropriate education founded Montessori of West Los Angeles.

In the early years, the preschool operated out of the Leo Baeck Temple in the Sepulveda Pass. Turning Point had 125 students enrolled in its first year, with a combined faculty and staff of 18; an impressive start that fueled the school’s vision for growth.

## 1980’s

By the end of the 1980’s, the school had adopted an independent model of governance with a self-perpetuating board, and the school’s name was changed to Turning Point School to represent the series of “turning points” through which the school nurtures and guides its students.

## 1990’s

The school was accredited by the California Association of Independent Schools and the Western Association of Schools and Colleges.

## 2000’s

In 2001, Turning Point moved to Culver City.

Ground was broken in 2009 for Turning Point’s new campus expansion which provided the necessary space for the school to grow the program and broaden reach in order to serve more students and families. The addition of Building 2 meant that students would have their own theater and science labs—along with more classrooms to accommodate the school’s growth.

## 2020’s

The Turning Point staff celebrates the school’s first 50 years in 2020—and are looking forward to the next 50 years!



# Strategic Plan

Comprised of four main areas of focus, the following overview of our Strategic Priorities guided our school's work from 2018 to 2024 and continues to serve as our roadmap for positive, adaptive change. We invite you to [learn more](#) about Turning Point's strategic plan.

## MISSION AND IDENTITY

- New mission statement that defines what is unique about our community
- No longer the "best kept secret" in West Los Angeles
- Strong alignment of pedagogical and curricular choices vis-à-vis our mission

## ACADEMIC EXCELLENCE

- Curricular innovations that foreground diverse and inclusive perspectives, multidisciplinary approaches, technological innovations, and critical thinking and analysis
- Aligned, dynamic curricula from Preschool to Grade 8
- Continued professional development and evaluation program for faculty and staff, focusing on excellence

## FINANCIAL SUSTAINABILITY

- Achieve maximum capacity in preschool and Kindergarten each year; enhanced enrollment in sixth grade; reduced attrition in Grades 6 and 7
- Competitive faculty, staff, and administrative salaries
- Continuing the conversation in the community around strategic philanthropy and our endowment

## CULTURE AND COMMUNITY

- Increased socio-economic diversity within our community and support for underrepresented families
- More outreach to and involvement of alumni in the life of the school
- Expanded participation of families in community-wide events, reflective of the diversity of our community



## On the Horizon...

Later this spring, Turning Point will conclude its seven-year reaccreditation process and begin developing a new strategic plan. In addition to setting the school's overall programmatic strategy, the new strategic plan will undoubtedly encompass financial and operational objectives. The incoming DFO will have a chance to engage in the development of this new strategic plan, which will have a significant impact on all areas of school life. Thus, Turning Point seeks a DFO who is creative, forward-thinking, and innovative with long-term financial planning, plant operations, and organizational growth.



# Our Commitment to Equity

We are dedicated to fostering an environment that embraces and promotes belonging and inclusion for all learners and families.

Our thoughtful approach supports a wide range of learning styles and family compositions. We invite you to [download](#) and read about Turning Point's commitment to equity.



## FROM THE HEAD OF SCHOOL

At Turning Point, we live by our mission: *We open our doors every day to create a dynamic learning community in which each child grows into their best self.*

Our commitment to fostering the development of every child to thrive in a complex and interconnected world guides our actions. We cultivate our dynamic, inclusive community with belonging as a prerequisite for thriving.

Belonging is more than participating; it is constructing a place where everyone is deeply accepted for who they are. It means everyone sees themselves

reflected in mirrors and learns about others through windows. No one must downplay or renounce parts of themselves in order to feel accepted or to gain access to the full benefits of the community.

We invite and expect our community members to challenge stereotypes and to create a space where children can learn to become the types of leaders we need in our increasingly interconnected and complex world—those who hold respect, justice, and love at the center of their orientation.

Thank you for your interest in this important work, which we strive to undertake with never-ending curiosity and unflinching self-examination. I look forward to continuing and evolving our collective, continuing journey in the months and years to come.

Warmly,

**DR. LAURA KONIGSBERG**



# Key Stats



Founded in **1970**

Approximately **300** preschool-grade 8 students and **80** faculty and staff

## STUDENT RACE/ETHNICITY REPRESENTATION

(2024-25 School Year)

<b>13%</b> Asian	<b>2%</b> Middle Eastern
<b>16%</b> Black	<b>23%</b> Multiracial
<b>33%</b> Caucasian	<b>6%</b> No Response
<b>7%</b> Latinx	

## INNOVATIVE SPACES THAT INSPIRE DYNAMIC LEARNING INCLUDE:

- State-of-the-art performing arts center
- SmartLab and MakerLab for hands-on STEAM projects
- Art studios, gallery space, and multimedia centers
- Hands-on science laboratories
- 10,000 square foot, full court gymnasium

## 2024-2025 Financial Stats

### OPERATING BUDGET

**\$14MM**

### INCOME

**88%** Tuition  
**5%** Annual Giving  
**7%** Other

### ANNUAL GIVING

**\$700K**

### TOTAL ASSETS

**\$37MM**

### ENDOWMENT

**\$3.2MM**

### ENDOWMENT RESERVES

**\$10MM**

### ANNUAL TUITION ('25-'26)

**\$34,950 – \$48,375**

### DEBT

**\$13MM**





# Opportunities on the Horizon



## FINANCIAL PLANNING

Turning Point is in a dynamic, diverse, and rapidly changing part of Los Angeles. The market for school-aged children is fluid and presents both financial opportunities and nuanced complexities in the competitive Los Angeles school market. Meanwhile, the school has an outstanding campus that is partly owned and partly leased; recently, the debt was restructured to more favorable, long-term rates. The board and head of school seek financial advice and insight from a strategically minded DFO who can help ensure that Turning Point not only remains robust and thriving, but also explores opportunities to help grow the endowment and leverage financial resources as efficiently and effectively as possible.

## FACILITIES & OPERATIONS

The DFO will provide hands-on operational leadership that encompasses school facilities, security and safety. The DFO is a member of the school safety and security committee, and is also the primary liaison to the board finance, audit, and building and grounds committee. The DFO will support the professional development of the current facilities team, and incorporate specific facilities goals into the school's overall strategic plan.

## HUMAN RESOURCES

The DFO oversees a number of key operational departments, including human resources—which for many schools is becoming an increasingly important and complex area of operations. That position is currently open, and the next DFO will have an opportunity to lead the hire if it remains unfilled by the time the DFO starts. Once filled, the HR manager will provide much-needed support for payroll, benefits administration, recruiting, staff development, and personnel management.



# Background & Opportunities



After seven years of dedicated service to Turning Point, the current financial and operational leader has moved out of California and as such will be stepping down from her post at the end of the school year. Turning Point now seeks a director of finance and operations (DFO) to oversee all of the school's finances in addition to a number of operational units including facilities, human resources, safety and security, and technology. Over the past decade, financial and operational leadership at the school has become more robust and professionalized as the school has grown and matured. That said, at a school like Turning Point, all leadership positions require both a hands-on and strategic approach, given the school's relatively small size and collective "pitch-in" mindset. The DFO reports directly to the head of school and will be a trusted strategic advisor to all of the senior leadership and board of trustees, especially as the school begins its next strategic planning phase.

The DFO is a member of the senior leadership team at Turning Point, which is a collaborative team comprising the head of school and six other senior administrators, each of whom has a primary area of focus. Almost every

member of the senior leadership team has worked at the school for at least 3 years, and some close to 20 years, which lends an institutional history and stability that the incoming DFO will certainly be able to leverage. A new director of advancement also began at the beginning of this school year, and looks forward to partnering with the DFO to continue building a culture of philanthropy at the school that will support its long-term sustainability.

The DFO also serves on a number of school and board committees. The director of admissions and enrollment management; head of school; director of diversity, equity, and inclusion; and DFO comprise the tuition assistance committee, and the DFO will provide strategic guidance to this team to ensure that financial accessibility and student diversity remains a top priority for the school in coming years. The DFO is also a member of the school safety and security committee, and is the primary liaison to the board finance, audit, and building and grounds committees. Fortunately, the board of directors has robust expertise in financial and investment management, and will be an eager and collaborative partner to the incoming DFO.



Reporting to the DFO is a dedicated team that includes a controller, facilities coordinator, IT manager, and HR manager. The facilities coordinator also supervises 1-2 additional employees on the facilities and maintenance team, who will indirectly report to the DFO. The HR position is currently open, and if that remains the case once the DFO is hired, the DFO will have an opportunity to hire for it. The director of athletics, safety and security, who manages the staffing for contract school security officers, works closely with the DFO to lead schoolwide security, safety, and facilities needs while directly reporting to the assistant head of school for program.

One of the key priorities for the school in the near-term will be to consider creative ways to balance the operating budget. As has been the case for many independent schools post-pandemic, enrollment shifts have put increased pressure on tuition to support operating revenue. Turning Point has operated in a budget deficit for a number of years, and the incoming DFO will need to partner with the board of trustees and head of school to consider bold and creative ways to address these challenges on the horizon and propose a balanced budget. The school and its future are secure; at the same time the senior leadership team collectively understands

the need to re-evaluate sources of revenue, tuition, and operating procedures to support the school's long-term sustainability.

On the operational side, the DFO will have the opportunity to continue to streamline business office and technology workflows, improve process efficiencies, and coordinate facilities and deferred maintenance projects. The DFO will also serve as a close partner with the director of admissions and enrollment management to coordinate family billing, and ensure that financial reporting and reconciliation processes with the advancement team are well-coordinated and timely.

Because the school is a close-knit and collaborative community, the incoming DFO should bring a customer-service mindset to financial and operations leadership and foster transparent and authentic connections with all members of the school. A breadth of experience overseeing nonprofit financial management and operations will be essential, as the DFO's role at Turning Point will require a flexible, hands-on, and creative mindset to work across all school departments. Turning Point looks forward to welcoming the DFO to begin later this spring or early summer.



## INTERVIEW WITH THE HEAD OF SCHOOL

Dr. Laura Konigsberg joined Turning Point in 2016 as the school's third head of school. Laura earned her undergraduate degree from Trinity College, and her M.A. and Ph.D. in English from the University of California, Davis; in addition, she holds a M.A. in Counseling Psychology from the Wright Institute in Berkeley. She graduated from the American School in Japan. Laura is the Past-President of the California Association of Independent Schools, where she served as Chair of the Nominating Committee, the Vice-Chair of the Elementary Board of Standards, and the Co-Chair of its Antiracism Task Force. She also served as a Trustee of Vistamar School and of The 1911 Group, and is on the Advisory Board of UCLA's Women's School Leadership Academy. Laura is a regular faculty member of the Heads Network's Women's Leadership Seminar.

We invite you to [watch our interview](#) with Laura, who discusses the dynamic community of Turning Point School and the importance of finding a mission-aligned director of finance and operations to join the school this summer.



# Duties



## FINANCIAL & OPERATIONAL LEADERSHIP

- Oversee the school's finances and primary operational units including facilities, human resources, purchasing, safety and security, and technology and systems administration.
- Provide direction for appropriate and maximum use of financial resources to achieve the school's strategic priorities prioritizing long-term health and sustainability of the institution.
- Build multi-year operating and capital budget models and forecasts and develop key performance indicators to achieve the school's strategic priorities for its operating budgets, debt management, and investments.
- Partner with the director of athletics, safety, and security to monitor and mitigate risk management, and serve as a member of the school safety committee.

## COMPLIANCE & REPORTING

- Prepare and maintain reports for the head of school and board of trustees on financial planning, charitable giving, external reporting, industry benchmarking and analysis, and debt management.
- Supervise the controller and HR manager to ensure timely submission of appropriate reports and tax forms, annual audit, and payroll processing.
- Ensure that the school is in compliance with all local and state reporting requirements.
- Oversee and ensure the successful completion of the annual independent audit.

## GENERAL ADMINISTRATION

- Serve as lead liaison for the finance, audit, and building and grounds committees of the board of directors, and provide effective communication, presentations, and updates to the full board.
- Directly supervise a team of four comprising a controller; facilities coordinator; IT manager; and human resources manager, once hired.
- Provide counsel and guidance on financial and operational matters to other members of the senior leadership team.
- Report to the head of school, participate as a collaborative member of the senior leadership team, and perform other duties as assigned.



# Qualifications & Qualities



## QUALIFICATIONS

- Bachelor's degree required; Master's degree or MBA preferred
- 5+ years of management-level experience in areas of finance and business operations, preferably in an educational, not-for-profit, or mission-aligned organization
- A comprehensive skill set for oversight of financial reporting, budgets, investment and endowment strategy, accounting, facilities, HR, technology, and risk management
- Experience in setting up and maintaining financial and operational policies, procedures, controls, and standards, and preparing GAAP financial statements

## QUALITIES

- A relational and customer-service mindset for working within a collaborative school community
- Capacity to collaborate effectively with a wide range of constituencies, including parents, faculty and staff, trustees, members of the neighborhood community, and vendors
- An analytical and organized approach toward financial management and decision making
- Exceptional attention to detail and integrity
- Demonstrated quantitative and analytical skills in support of projecting, developing, and managing nonprofit operating budgets
- Outstanding communication, both written and verbal
- A personal and professional commitment to diversity and inclusion practices including the ability to represent multiple perspectives
- An eagerness to communicate and collaborate with a diverse and broad spectrum of individuals



# How to Apply

12M & Ed Tech Recruiting is acting on behalf of Turning Point School to identify exceptional finance and operations leaders to fill this extraordinary opportunity. Direct inquiries to:

[jobs@12MRecruiting.com](mailto:jobs@12MRecruiting.com)

Applications submitted by **March 28, 2025** will receive priority review.

All applications must be submitted online:

[www.12MRecruiting.com/jobs/TPS/DFO](http://www.12MRecruiting.com/jobs/TPS/DFO)

An application requires submitting four PDFs:

1. Cover letter introducing yourself to Turning Point's head of school and the search committee
2. CV or resume
3. A list of four references (include each person's name, current organization, title, phone number, email, and past connection to you — though we will not contact any references without obtaining your permission first)
4. A response to the following prompt:

*In 250 words or less, please describe 3-5 guiding principles you use in your approach to financial and operations leadership.*

Turning Point School is an Equal Opportunity Employer dedicated to promoting equity and inclusion in the workplace and seeking a diverse and broad spectrum of qualified candidates. Turning Point School does not discriminate in employment on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, gender or gender identity, age, or sexual orientation.