



Executive Search



Connected learning. Connected world.™

Chief Learning Services Officer

Client Overview

The International Society for Technology in Education (ISTE®) has retained Sterling Martin Associates to search for the position of **Chief Learning Services Officer (CLSO)**. This position offers an excellent opportunity to: be part of a dynamic, collaborative leadership team; lead and evolve the Learning Services Division; play a key role in connecting ISTE to the external community; deliver programs and services to support the ISTE mission while generating sustainable revenues and profit; and contribute to positioning ISTE as *the* thought leader for the effective use of technology in learning. This position may be located at the ISTE headquarters office in Arlington, Virginia, our operations office in Eugene, Oregon, or may be a virtual position for the right candidate.

ISTE® is the premier nonprofit organization for educators and education leaders committed to empowering connected learners in a connected world. Founded in 1979, ISTE has become the trusted source for professional development, knowledge generation, advocacy and leadership for innovation in the ed tech ecosystem. ISTE is home to the definitive education technology standards – a comprehensive framework for digital age learning, teaching and school leadership. The ISTE Standards are widely used, both domestically and around the globe.

For more than three decades, the ISTE Conference and Expo (formerly known as NECC) has been the premier forum in which to learn, exchange ideas and connect to the field of education technology. This event attracts some 20,000 attendees – including teachers, technology coordinators, administrators, library media specialists, teacher educators and policy makers – and offers world-class keynotes, hundreds of sessions in a variety of formats, a massive exposition, and networking and guidance opportunities. Revenue from the ISTE Conference and Expo makes up just over 50 percent of the organization's \$16 million budget.

ISTE members include over 20,000 individuals (teachers, library media specialists, technology coordinators, teacher educators, administrators and other decision-makers), across 80 regional and international affiliate organizations and 55 corporations worldwide. With its network of national and international affiliates, ISTE represents more than 100,000 education leaders and emerging leaders throughout the world and informs its members regarding educational issues of national and global scope. ISTE membership is a powerful and meaningful way for educators to connect with peers, to gather in a variety of forums to share the challenges and excitement of teaching and leading, and to be part of a community that leads the transformation of learning through the effective use of technology. Through its advocacy efforts since 1979, ISTE has worked to bring the voice of educators regarding education technology to the attention of policy makers.

ISTE is governed by a 12-member board of directors that operates under the Carver Policy Governance model. The board establishes organizational direction and ensures excellent organizational performance. The ISTE Board of Directors is made up of educational leaders elected by ISTE members. The staff Leadership Team includes the CEO and chief officers who lead the major functional areas of the organization.

Chief Learning Services Officer (CLSO)

The Chief Learning Services Officer (CLSO) is a Leadership Team member and the leader of the Learning Services division. The leader of this division takes responsibility for the continued relevance and impact of the ISTE Standards, the delivery of programs and professional services to the field, and the advancement ISTE as a thought leader, all in support of the ISTE goal of continually elevating the global recognition and application of the ISTE Standards to serve as the definitive guide for the effective use of technology in learning. Division activities include both mission-oriented activities and revenue-oriented activities. Funding from the delivery of division programs and professional services is used to support division mission-oriented activities, such as refreshing the ISTE Standards and driving thought leadership in the field. Ideally, the division will become self-sustaining over time, delivering enough net revenues from its revenue-oriented activities to support its mission-oriented activities.

Division leadership includes setting a vision and strategic objectives for the division to align with organizational strategic objectives, providing stewardship for the ISTE Standards, direction and oversight of the development and delivery of division products and services, and full P&L accountability for the division. The CLSO also plays a key role in driving the development of cross-functional programs and services, utilizing existing ISTE assets to drive revenue generation and impact. An essential responsibility of the CLSO is to identify and nurture customer relationships with the goal of securing key contracts that will achieve mission impact and deliver a positive bottom line.

The division chief also recommends division structure and staffing, and ensures division productivity and positive staff morale. The CLSO will have direct supervisory responsibility for the Senior Director of Standards and the Senior Director of Professional Services, with indirect supervisory responsibility for the staffs of these departments.

Essential Duties and Responsibilities

Reporting to the Chief Executive Officer, the Chief Learning Services Officer will have overall responsibility for the following activities:

- Develop and articulate a **future-focused vision** for the division's contribution to the ISTE mission.
- Support the development of the ISTE annual strategic plan by **identifying division strategic objectives and financial goals** that maximize mission impact and achievement of net-revenue goals, as well as driving achievement of division strategic objectives.
- Ensure delivery of focused and sustainable product and service offerings that align with the organization's strategic plan, division strategic objectives and meet profitability targets.
 - **Ensure existing division programs and services are relevant, focused and profitable** and have sound, consistent business plans and business models in place.
 - **Evaluate and assess division offerings** on an ongoing basis, and identify strategies and opportunities for continuous product and service improvement.
 - Work closely with division program managers to **ensure full comprehension and sound management of division business models**, providing leadership and coaching to ensure achievement of program objectives.
 - **Ensure the fiscal health, efficiency and effectiveness of the division** and ensure all programs are managed within goals, timelines and budgets with regular division performance monitoring and periodic performance reporting to the CEO.
 - **Drive the growth of division net revenues.**
- Collaborate enterprise-wide to enhance the **ISTE value proposition** and produce well-integrated programs, products and services across the organization. Foster collaboration and the sharing of information and expertise across divisions and departments.
- Lead the innovation process around **ISTE Learning Services offerings** with the goal of developing a complement of impactful, efficient programs that offer potential for broad delivery and financial growth. Identify strategies, business opportunities and optimal delivery platforms; develop new capabilities and architectures with partners; and establish new business models and new industry structures to serve those opportunities. Originate new ideas and also recognize innovative ideas generated by others. Provide input and guidance to assist in developing the content of ISTE Conference and Expo events.
- Nurture existing **strategic partnerships** and seek to establish new partnerships related to education leadership domestically and globally.
- Travel as needed to fulfill essential duties.

He or she will also:

- Lead cross-functional projects and teams, ensuring successful project evaluations and implementations.
- Establish division priorities within the context of strategic goals that are aligned with board objectives.
- Develop and document tasks, timelines and milestones; facilitate group meetings and document group findings.
- Conduct strategic analysis and develop clear and quantifiable goals and objectives for program development.
- Conduct market and competitor assessments; validate market opportunities, size and potential.
- Define and apply a standard methodology to all program projects and provide the leadership skills necessary to drive them to successful completion.
- Work collaboratively with program colleagues to implement strategic program objectives.
- Determine which programs are relevant and profitable for the organization and which are not.
- Work with the Leadership Team to ensure individual program business plans are well integrated into an organizational plan, and monitor and report out on program performance over time.
- Help develop the infrastructure needed to monitor goals, objectives and business plans.
- Lead the development and oversight of the Learning Services Division budget, and participate in and contribute to the development and monitoring of related annual budgets.
- Identify grant opportunities.
- Maintain extensive knowledge of ed tech and current market conditions.
- Contribute to and embody the ISTE core values.
- Participate in nurturing a strong staff culture in which all colleagues thrive.

Requisite Qualifications, Characteristics and Experience

Ideal candidates for the position will be conspicuously passionate about the ISTE mission and philanthropy; poised and confident with executive presence; manifest leadership, professionalism and interpersonal acumen. All candidates are expected to be capable of serving as a trusted advisor in the area of thought leadership, standards, professional learning, and research and evaluation. All candidates must be reliably able to exhibit sound judgment and discretion. Ideal candidates will possess an innovative and progressive nature and have a demonstrated track record of entrepreneurship. All candidates must be ready to welcome accountability for results and be consistently solution-oriented.

Ideal candidates for this position will present the following qualifications and experience:

- Master's degree in education-related field.

- A minimum of 10 years' experience leading and directing a multi-department division in education or educational technology, educational professional development, or related industry.
- A minimum of five years' experience in strategic program development and business model development.
- Demonstrated private-sector experience in the development and bringing-to-market of programs and services within the context of sustainable business models that both fulfill mission and drive net revenue.
- Demonstrated experience with full P&L responsibility, including management of budgets, revenue targets, marketing spend and ROI.
- Highly developed knowledge and expertise in education technology standards globally and their application, including application of the ISTE Standards.
- Highly developed expertise in the field of education, educational technology, education research and high-quality professional development delivery models.

Also Desirable:

- Education-related doctorate and extensive experience in education with an emphasis in school change management, education leadership, technology integration, professional development leadership, supervision and fiscal management.
- Business development experience in the field of educational technology and professional development services.
- Experience in international business and business-related experience in a cross-cultural environment.
- Experience in grant writing and management, including pursuing federal grant opportunities.
- A deep understanding of, and a passion for, the value of technology in education.

Other Desirable Characteristics

- Natural leadership with excellent verbal/communications skills and a thoughtful, persuasive personal style.
- A collaborative working style demonstrating confidence that moves others to action by planning, motivating and organizing work tasks.
- Strong, demonstrated skills in leading, motivating and supporting staff.
- Ability to represent ISTE with exceptional presentation and facilitation skills.
- Strong interpersonal skills, effective team and partnering skills, an entrepreneurial mindset and strong consultative skills.
- Extensive program/project management skills.
- Strong personnel management skills.
- Thorough and creative problem-solving skills.
- Ability to thrive in a demanding, fast-paced environment requiring a high degree of productivity, adaptability, innovation and follow-through.
- Ability to track and juggle multiple tasks/priorities.

- Self-motivated with ability to work well independently, as well as part of a team, and able to provide leadership within that environment.
- Ability to develop and manage budgets and lead and direct others with this responsibility.

The International Society for Technology in Education (ISTE) is committed to equal employment opportunity, diversity, and compliance with the Americans with Disabilities Act. The ISTE commitment includes providing a respectful working environment that is free from unlawful discrimination and harassment in the workplace. This commitment is made by ISTE in accordance with applicable federal, state and local laws and regulations.

For further information, please contact

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