

Executive Director

Battelle for Kids

## EXECUTIVE SUMMARY

Battelle for Kids is guided by one common belief – great educators change lives.

Founded in 2001 by the Battelle Memorial Institute and The Ohio Business Roundtable, Battelle for Kids (BFK) is a national not-for-profit organization committed to empowering teachers, developing leaders, and improving school systems to move education forward.

As an organization focused on developing innovative strategies for sustainable impact, BFK studies the future of education and collaborates to develop the services and solutions that catalyze change. Over the last 15 years, these strong relationships with state departments of education, urban, suburban and rural school districts, and other education-focused organizations nationally and internationally have impacted more than 400,000 educators and six million students.

Headquartered in Ohio, BFK has made tremendous impact across the state. Unique collaborations like the SOAR Learning & Leading Collaborative comprised of more than 100 Ohio school districts; or partnerships like those with rural school districts supported by the Ohio Teacher Incentive Fund having already impacted more than 3000 teachers and nearly 48,000 students; or with the Ohio Department of Education for a five-year, statewide blended learning experience designed to help educators advance the use of formative instructional practices are just a few examples. These represent a continuing statewide focus on growth and development for Ohio educators.

Although founded in Ohio, the organization's work has also expanded across the nation. Today, BFK has built partnerships in 30 states, supporting educators and leaders in a wide variety of ways, including through six primary service offerings and eight solutions areas. In addition, BFK hosts and attends conferences across the country, delivering presentations and conducting industry studies and workshops. Education is a dynamic profession, and ongoing development is essential to stay ahead of the curve and be relevant to schools today. BFK has partnered with like-minded organizations to innovate, invest in best practices, and share new research and lessons learned.

The BFK organization is comprised of about 70 people, including many former educators. They share a common passion and vision to improve educational outcomes for all students no matter their circumstances. Together, they've evolved the organizational core competencies from value-added assessment into the broad array of educational consulting services and related work products being delivered today. They are opening doors to new opportunities every day, welcomed by current educators who appreciate working with other educators who understand the context of their needs and who stand with them, side by side. This connection and appreciation are clear differentiators for BFK in the market.

## BFK Services & Solutions

BFK education solutions, services and products are developed and personalized for each situation.

The following six areas represent the current consulting services portfolio:

### Strategic Planning

BFK works with school districts to create a strategic plan that sets high expectations, engages stakeholders and provides a framework for short and long term success.

## Success Measures

BFK works with school systems to successfully collect and evaluate their student data to effectively inform teaching and learning.

## Teacher Development

BFK works to develop teachers based on their unique needs and approaches.

## Leadership Development

BFK helps school leaders through rapid changes - guiding the implementation of new standards, assessments, learning structures, instructional techniques, and evaluation systems.

## Human Capital

BFK helps develop human capital systems that empower and support employees to achieve organizational goals.

## Systems Communications

BFK helps school systems identify objectives and success measures that inform the development of integrated communication and change.

The following eight areas represent the current portfolio of BFK products and solutions:

### Formative Instructional Practices

BFK offers a blended learning experience that can be personalized with modules, resources, and supplemental materials, to discover the power of formative instruction to increase achievement.

### BFK · CONNECT®

The BFK · Connect® Framework equips teachers and leaders with online learning and resources to identify individual and team strengths and create a personalized growth plan to leverage them.

### Standards Implementation Tools

BFK developed a series of standards implementation tools to help teacher teams understand learning progressions, use academic vocabulary, and organize units and align assessments.

### THE STUDENT EXPERIENCE® SURVEY

BFK developed The Student Experience® Survey in collaboration with Gallup® to capture classroom-level feedback from students to help teachers support student success now and in the future.

### BFK · GROW™

Developed with teacher and administrator feedback, BFK · Grow™ is an online solution that helps school systems efficiently manage the student growth measures process.

## BFK · LINK®

Working with teachers across the country, BFK created a simple process and easy-to-use, online roster verification solution—BFK · Link®.

## BFK · SELECT®

BFK helped school systems clearly convey their HR brand and implement a recruitment and selection strategy designed to find talent that best fits their culture and organizational needs.

## BFK · AWARD®

BFK · Award® helps districts navigate the payout process to guarantee those who have worked hard to earn an award are accurately compensated.

To learn more about BFK's offerings, including products, presentations and case studies, go to [www.battelleforkids.org/solutions](http://www.battelleforkids.org/solutions).

## The Battelle Memorial Institute

The Battelle Memorial Institute provided a substantial founding grant to establish Battelle for Kids in 2001.

Battelle is the world's largest nonprofit research and development organization, with over 22,000 employees at more than 60 locations globally. The organization was founded on industrialist Gordon Battelle's vision that business and scientific interests can go hand-in-hand as forces for positive change.

Battelle's own mission includes a strong charitable commitment to community development and education. The organization supports staff volunteer efforts; science, technology, engineering and mathematics (STEM) education programs; and philanthropic projects in the communities they serve.

Headquartered in Columbus, Ohio since its founding in 1929, Battelle serves the national security, health and life sciences, and energy and environmental industries. To learn more, go to [www.battelle.org](http://www.battelle.org).

## The Ohio Business Roundtable

The Ohio Business Roundtable was a founding member of Battelle for Kids. Comprised of the CEOs of the state's largest and most influential business enterprises, the Ohio Business Roundtable is a catalyst for major systems change that improves Ohio's competitiveness. Education is a key component to success in this endeavor and BFK is an exceptional example.

For the past 20 years, the Ohio Business Roundtable has fostered a collaborative and constructive bond between Ohio's private- and public-sector leaders that results in a better, stronger, more prosperous Ohio for all citizens in the state.

## SITUATION ANALYSIS

Jim Mahoney, the Executive Director and a founding member of BFK, is retiring from his role in summer 2016. Under his leadership and because of his passion, the organization grew from concept

to the well-respected and highly successful social enterprise it has become today. Although not a revenue driven organization, Jim's vision, passion and exceptional leadership multiplied the initial founding grant by more than 17 times during his tenure. Now with an entire portfolio of products and services and significant cash reserves, BFK successfully transitioned from a small project funded effort to an independent, self-sustaining organization with a sustainable business model.

Externally, the state of education in America is evolving and transforming. The country is awaiting a new administration in 2017 with which may come new education policies and pursuits. In the meantime, the United States continues to lag behind much of the developed world especially in STEM education. Although progress has been made, much still needs to be done for students in our country. BFK is positioned well to take on these challenges for educators and school districts to continue to strengthen outcomes.

The new leader will be asked to look to the future to chart a course for the next phase. Imagine for a moment that school is no longer a place but rather what is taking place. There is a paradigm shift happening in education. BFK needs a leader who can be a vital part of understanding, building and leading efforts to contribute to this future of student pathways and personalization.

A few of the important challenges facing the organization that a new leader will have to understand and address include:

- Maintaining and expanding a consistent and renewable revenue stream
- Seeking a wider business footprint at the national, state and district levels
- Fostering creativity and innovation in the creation of market-aligned products and services
- Establishing new partnerships to advocate with key influencers in government, education and the private sector
- Assessing where and when to make strategic investments

The new leader will arrive knowing these challenges and be ready to face them head on with strong business acumen, thought leadership and a deep and abiding passion for educators and the BFK mission.

## CULTURE & MISSION

Impacting more than six million students already, Executive Director Jim Mahoney might consider an equal legacy that of building an incredible high performing organization with a vibrant, innovation-oriented culture, famously quoting Peter Drucker, "culture eats strategy for lunch." Through Jim's leadership, a talented and mission driven team with a supportive and powerful culture exists today upon which the next leader can build.

The mission of BFK is moving education forward for students by supporting the educators who work with them every day.

The core values of BFK are: Respect, Responsibility and Responsiveness.

The staff of BFK is dedicated to working for kids to improve their education outcomes and shares these additional common values:

- Passion for learning and innovative problem solving

- Adaptability
- Ability to collaborate with anyone, anywhere
- Drive to move education forward

The culture promotes collaboration, ingenuity and innovation and values what each individual brings to the table. The organization's shared passion for education motivates and inspires the work and environment every single day.

Locally recognized by Columbus Young Professional (CYP) as one of the top Wonderful Workplaces for YPs in Ohio in 2014 and 2015, BFK is an energized and vibrant workforce.

#### POSITION DESCRIPTION

The new President & CEO will lead BFK on a critical journey that will have a real, meaningful and measurable impact on students across the country. In partnership with district, state, national and other mission aligned educators, leaders and entities, the President will work to understand the changing classroom and front lines of education and respond with products and services to answer this need.

The President is responsible for setting organizational vision and strategy; ensuring positive, measurable impact on targeted education improvements; increasing BFK's influence on educational policy and thought leadership; ensuring organizational sustainability by securing profitable opportunities; identifying and developing key strategic partnerships; and practicing sound financial stewardship.

The role requires a hybrid set of skills and experiences. On one hand, we need a leader who brings the experiences and knowledge gained through past roles in the education industry. On the other hand, we need the business and entrepreneurial skills of a leader who has grown a mission driven enterprise who understands how to lead – and how to influence leaders. The right leader for this role will be grounded by practical sensibilities while inspired to action by a clear and confident vision for what's possible. Also important is the ability to not just tolerate but thrive in ambiguity, and to crystalize that path for others to follow.

In addition, the President will spend significant time building relationships to help support and achieve the goals of educators, within districts and state departments of education, representing the organization at regional and national events and within the community. We are seeking a leader with a consulting orientation who is exceptional at building strategic alliances. The BFK brand is strong today, and the ability to bolster and extend the brand for the purpose of impacting even more students across the country is critical.

The President will report to a 7-9 member board of directors comprised of distinguished former governors and senior public sector leaders including leaders from Battelle. The role is based in Columbus, Ohio and requires some travel to be successful achieving organizational goals.

#### Primary Responsibilities Include:

- Provide overall leadership for the vision, strategy, direction, growth, sustainability and success of the organization
- Create high performance teams by recruiting and developing talented, engaged and motivated

staff; role model collaboration, accountability and respect

- Promote a positive, collaborative and high performing work environment with recognition of individual and team success
- Lead and manage the P&L, ensuring fiscal integrity and responsible management of the budget
- Seek and secure strategic alliances that advance and sustain BFK work
- Support advocacy for critical and important initiatives to support BFK aligned educator needs; collaborate with key constituents in developing and advocating education policy
- Envision and set business strategy to build upon existing products and services, in addition to driving new offerings to enhance and propel the organization
- Establish and maintain strong working relationships with members of the Ohio General Assembly, Governor's office, Ohio Department of Education, education associations, higher education and the business community
- Proactively keep current on state and federal education issues; engage in visioning exercises to foster innovation
- Encourage professional growth and development across the enterprise
- Ensure operational excellence and quality across all products and services; including the use of solid consulting and engagement practices
- Work closely with the BFK Board of Directors; communicating effectively and gaining alignment
- In conjunction with relevant partners, developing a strategic plan and building a team to drive progress across the key areas of focus
- Creating opportunities for developing positive, trusting and productive relationships within the community of educators, leaders and education districts
- Enhance and build upon a culture of high engagement and retention

#### Key Experiences & Competencies

- Advanced degree preferred, Bachelors required
- 10+ years' experience in significant leadership roles; specifically, roles of high visibility with public facing responsibilities
- Highly developed understanding of current issues in education and educational leadership, preferably through successful practitioner experience; direct experience dealing/working with education leaders in the K-12 sector
- Requires hybrid set of experiences that combine education and entrepreneurial skills/ability to lead and grow a business
- Strong DNA of innovation; can recognize trends in the market and is energized to find solutions to challenges and emerging problems; boundary-less thinking – "anything is possible"

- Demonstrated success building and executing strategy
- Exceptional communication skills as a presenter, speaker, writer and advocate
- Demonstrated ability to build and grow an organization, product or significant program; possesses a “builder” versus “maintainer” profile; not satisfied with the status quo, entrepreneurial nature
- Understands revenue growth drives impact; does not drive numbers “for profit” Demonstrated experience delivering results for customers/clients or educational outcomes
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- Experience as fiscal manager at the executive director, corporate executive or GM level, successfully managing P&L and demonstrating business acumen and fiscal responsibility
- Decisiveness with keen analytic, critical thinking and problem solving abilities that support and enable sound decision-making
- Strong professional ethics, integrity, and accountability in all actions
- Commanding and credible public presence coupled with an unflappable demeanor under pressure and in stressful situations
- Ability to influence and motivate others, create followers and inspire commitment
- Exceptional integrity, character and ethics
- Exceptional relationship builder – easily connects

#### TOTAL REWARDS

- Excellent executive compensation package commensurate with position
- Vacation, holidays, healthcare benefits
- Relocation package, as required
- A cool job that impacts the lives of millions of students and can change their future
- The opportunity to lead a rare social enterprise with an exceptional balance sheet

More information may be found at: [www.battelleforkids.org](http://www.battelleforkids.org)

BFK is an Equal Employment Opportunity Employer. As such, BFK does not discriminate on the basis of race, color, religion, sex, age, national origin, ancestry, sexual orientation, disability, status as a Vietnam-era or special disabled veteran, or any other characteristic protected by applicable federal or state law.

BFK complies with all applicable state and local laws governing non-discrimination in employment. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation and training.

FOR MORE INFORMATION

Please send cover letter and resume to Rosemary Gantz at [rgantz@mcintyreco.com](mailto:rgantz@mcintyreco.com) or call 614.203.3367 for more information.