This profile provides information about the International Society for Technology in Education (ISTE) and the position of Chief Executive Officer. The profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the Chief Executive Officer of ISTE is being conducted by Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA  22314. Applicants should submit a cover letter and resume to the Association Strategies, Inc., website: www.assnstrategies.com. To learn more about ISTE, go to www.ISTE.org. The deadline for applications is May 1, 2012.
Chief Executive Officer Position Profile

For the International Society for Technology in Education

Profile Methodology
The profile for the position of Chief Executive Officer of the International Society for Technology in Education (ISTE) was developed using organizational data; discussions with key stakeholders, industry partners, and staff; and responses to an online survey of volunteer leaders. The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in a Chief Executive Officer. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for ISTE was also developed from the survey responses and discussions as well as existing information compiled by ISTE staff and volunteers.

About the Organization
The International Society for Technology in Education (ISTE) is the premier membership association for educators and education leaders engaged in improving learning and teaching by advancing the effective use of technology in PK-12 and teacher education. 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 members include individuals, affiliate organizations, and corporations in more than 80 countries, including 18,500 individuals, 76 affiliate organizations, six affiliate regions worldwide and 60 corporations worldwide.

Founded in 1979, ISTE is a 501(c) (3) organization headquartered in Washington, D.C., with operations housed in Eugene, Oregon. ISTE individual members include teachers, library media specialists, technology coordinators, teacher educators, administrators, and other decision makers. ISTE is committed to helping build the best environment for students, provide the best tools for teachers, promote the essential conditions for a good education, advocate for proper funding, and create global awareness for the importance of a high-quality educational system.
In its most recent program year, ISTE focused its programs and activities to advance its mission through:

- Expanding the reach of the National Educational Technology Standards (NETS), ISTE’s benchmark standards for technology integration, student achievement and teacher preparation.
- Growing ISTE’s global presence and influence and working collaboratively with government entities and across all levels of the educational system to advance effective learning and teaching.
- Being a high-profile, impactful voice for funding educational technology at all levels of government.
- Convening and connecting educational leaders and educational technology pioneers in dynamic, thought-provoking, and innovative face-to-face gatherings worldwide.
- Welcoming new members who become part of a global network of educators dedicated to advancing excellence in learning and teaching.

**Structure, Governance and Staff:** The Chief Executive Officer reports to a 17-member Board of Directors. Under the direction of the Chief Executive Officer, the professional staff administers the programs, services and activities of the organization within a $15 million annual operating budget. Of the 70 professional staff members, approximately 64 are located in Eugene, OR; the remaining staff members are in the headquarters office in Washington, DC. The staff, under the direction of the Chief Executive Officer, supports the work of these organizational bodies:

- ISTE Affiliate Network: autonomous, nonprofit, professional membership organizations that share ISTE’s mission and function at a grassroots level to effect change in the field of educational technology;
- Special Interest Groups (SIGS): 21 groups that offer professional activities such as webinars, book club discussions, conference forums, hands-on playgrounds and online events applicable to specialty areas of interest; and
- Committees, task forces, social networks and communities through which members network, participate in the work of ISTE, and share interests and topical discussions.
**Key External Interactions:** In addition to working closely with the Board of Directors, staff and volunteer leaders, the Chief Executive Officer represents ISTE’s interests through interaction with a wide range of entities, including policymaking and regulatory agencies; K-12 and higher education institutions and their leadership; and the corporate community that supports technology use in education. These include but are not limited to:

- Political leaders who set educational policy at all levels
- U.S. and State Departments of Education, National Science Foundation and other state and federal agencies
- Business leaders such as the Business Roundtable, the National Association of Manufacturers and the Chambers of Commerce, as well as individual corporate leaders
- ASCD
- Nonprofit organizations and foundations that focus on education and technology
- International ministries of education
- Research organizations

**Strategic Organizational Focus:** ISTE’s planning efforts reflect the organization’s commitment to creating a forum for uniting the world’s educational technology community, bringing together people and ideas to serve as the catalyst for solutions that influence and improve global education. These efforts focus on global conferences, standards, innovative projects, and building public-private partnerships that engage forward-thinking educators and education leaders for a broad, global reach and meaningful local impact.
To achieve its goals, ISTE has created a strategic plan that envisions ISTE is globally recognized as the premier partner in advancing educational excellence through innovative learning, teaching and leadership. ISTE is a diverse, worldwide community of educational leaders actively creating a world in which all learners can achieve their creative and intellectual potential. The plan cites five value statements:

1. ISTE believes that effective advocacy is critical in advancing the field and achieving the mission and vision of the organization.
2. ISTE believes that strategic partnerships and collaboration are essential to realizing a shared vision.
3. ISTE believes in organizational excellence, with a focus on innovation, transparency, and fiscal responsibility.
4. ISTE believes in the power of a diverse and inclusive global community of members who learn, teach, and lead to advance the field.
5. ISTE believes global connections and partnerships advance educational excellence, teaching, and leadership for all stakeholders.

**Programs, Services and Resources**

Members give ISTE high marks for its vast offering of programs, services and resources, particularly the Annual Conference and Exposition and its programming content; an extensive library of publications and communications; professional development opportunities; and the ISTE National Education Technology Standards. Key programs and services include the following:

1. **Conferences and events:** The ISTE Annual Conference and Exposition is the organization’s premier event, attracts more than 20,000 attendees, and includes more than 430 education sessions and training courses, 400 informal learning activities, and over 500 exhibits and sponsorship opportunities. Numerous other international and domestic events are held throughout the year and provide educational and professional development opportunities and access to industry and technical resources.
2. **NETS:** The National Educational Technology Standards (NETS) are the standards for learning, teaching, and leading in the digital age and are widely recognized and adopted worldwide. The family of NETS—NETS for Students (NETS•S), NETS for Teachers (NETS•T), NETS for Administrators (NETS•A), NETS for Coaches (NETS•C), and NETS for Computer Science Teachers (NETS•CSE)—work together to transform education.

3. **Publications and resources:** The extensive library of publications and resources includes:
   a. Guidance documents on use of the NETS, best practices, innovations, research topics and international trends;
   b. Knowledge briefs with concise and easy-to-read resources on a variety of technology uses and topics;
   c. Books and journals with leading-edge information;
   d. Online communications, blogs, social media sites and numerous opportunities to interact with others and observe innovations in the field;
   e. *Learning and Leading with Technology* magazine: Published eight times a year, this magazine is written by education practitioners for education practitioners. It provides valuable tips for educational technology in PK-12 educational settings in an easy-to-read, lively style.
   f. *Journal of Research on Technology in Education (JRTE)*: Quarterly journal that features blind, peer-reviewed articles that report on original research, system or project descriptions and evaluations, syntheses of the literature, assessments of the state of the art, and theoretical or conceptual positions that relate to instructional uses of educational technology. International in scope and thorough in its coverage, *JRTE* defines the state of the art and future horizons of learning and teaching with technology in educational environments.
   g. *Journal of Digital Learning in Teacher Education* (formerly the *Journal of Computing in Teacher Education, JCTE*): provides quarterly computer and technology education to pre-service and in-service teachers. Produced by
experts in the field and peer reviewed, *JDLTE* offers a forum to share information about using technology in teacher education among departments, schools, and colleges of education

4. **Professional Development resources:** Access to opportunities for career development and professional advancement information, including but not limited to:
   a. **Career resources:** An online career center matches potential employees with opportunities posted by ed-tech employers.
   b. **Online learning:** Live and on-demand webinars, webcasts and resources are available in a number of areas and topics.
   c. **Graduate Certificate Program:** ISTE partners with Johns Hopkins University to provide an 18-credit online Graduate Certificate in School Administration and Supervision.

5. **Research and Evaluation:** ISTE works with educators to help identify effective uses of technology and put them into practice to improve learning and teaching. The organization helps plan, implement, and evaluate the outcomes of educational technology innovations. ISTE provides analysis and interpretation to inform educational policy, practice, and product development. ISTE analyses consider not only the quality of research, but also how educators can use research to make decisions. ISTE evaluations emphasize program improvement. Working with teachers, administrators, and principal investigators, ISTE strives to conduct studies that lead directly to better program decisions and improved results. ISTE employs a variety of methodologies, including:
   - classroom observations
   - surveys and interviews
   - portfolio reviews
   - institutional data analyses
   - experimental and quasi-experimental comparisons

ISTE is experienced working with programs of the National Science Foundation, U.S. Department of Education, state and local education agencies, and private organizations.
ISTE engages with its evaluation clients throughout their programs, from the planning or grant application process through final reports, presentations, and publications.

As is often the case with large and diverse organizations, members anticipate opportunities to see programs or services expanded or strengthened. These include enhancing the professional development offerings and downloadable, digital publications; web-based tools and social media to strengthen communication among members; marketing and delivery of industry products; and delivery of innovative and best practice information. It is a goal of the organization to continue building its well-respected advocacy efforts and increase/strengthen the coalitions in which it is working. Members also hope to leverage opportunities to promote the NETS throughout educational settings.

**Organizational Culture**

The culture of ISTE is an important part of the value that the organization provides to its members and to the global community.

The ISTE staff are described as a hardworking, dedicated group of professional, skilled, cooperative team members who are welcoming to new ideas and approaches. ISTE leaders are characterized as visionary, open and friendly, curious and innovative, passionate, and very committed to the goals of the association. Members are at the forefront of technical innovation in education and bring that same passion for learning and innovation to the work of ISTE. The culture reflects a high level of involvement and engagement, along with serious concerns for the effects of financial cutbacks in education overall – particularly noticeable at the very time that economic advancement demands a higher output of students able to be highly competitive, productive and educated in the STEM fields (science, technology, engineering and mathematics).

Members are described as engaged at the affiliate levels; vocal about their specific technical needs; and appreciative of the opportunities they are provided at the local levels to share
knowledge and take advantage of educational offerings, particularly in an environment of tightened budgets.

ISTE has developed a strong corporate relations program, as the business community is both a source of ideas and products as well as having intellectual and financial resources that are significant to the community. Corporate members are a significant, active and contributing membership segment.

The ISTE Board of Directors has adopted the Carver model of policy governance and seeks to hire a chief executive who will partner with the Board to further these governance objectives and assume a strong role in leading the staff to achieve operational goals, while retaining a strong focus on the external environment and organizations that impact budgets, policies, and new programs for technology in education.

**Challenges and Opportunities**

Stakeholders agree that the rapidly changing environment, particularly in terms of financial pressures and changes in education, rapidly changing technology applications, and the overall economic climate affecting business models create a number of opportunities if the organization can move effectively and efficiently to take advantage of them. Conversely, these same factors are cited as presenting challenges to ISTE’s financial viability, ability to remain relevant, and membership recruitment success. Specific challenges include:

1. Organizational revenue stability and growth due to potential declining conference attendance and exhibitor fees;
2. Declining funding at state and local levels to support education and education technology funding;
3. Lack of political and public understanding and awareness of the important role that technology can play in reforming education and developing skills that students need to compete in the global education community;
4. Lack of unity in messaging or purpose within the education and education technology community due to competing agendas, goals, strategies and entities; and

5. Dynamic nature of the sector in terms of institutional structures, accountability and solutions, creating an unsettled environment for planning.

As with most challenges, there are also significant opportunities for the organization, including:

1. Gaining a more complete understanding of the changing marketplace for ISTE’s programs, products and services and thus, developing a comprehensive, fiscally responsible plan for revenue stability and growth that matches the expectations of members and stakeholders for impact;

2. Efficiently and effectively leveraging the extensive human capital, global footprint and assets of the organization to respond to the emerging issues facing members and the overall education technology sector; and

3. Building upon the leadership position of ISTE in the community with new programming initiatives to create a stronger, more unified message for policymakers, both in the U.S. and internationally, on the value of technology within education.
Chief Executive Officer Position

Responsibilities: The Chief Executive Officer is responsible for providing leadership for the organization, in collaboration with the Board of Directors, on matters of governance, mission, vision and strategy; developing and managing the professional staff; maintaining and protecting the financial stability and resources of the organization; overseeing all ISTE activities and operations to ensure accomplishment of the organization’s goals; serving as the primary liaison with policy, influential agencies and organizations worldwide and with the leadership of educational technology companies and educational publishers; maintaining a positive public relations program; and serving as the official spokesperson for the organization. The Chief Executive Officer ensures that ISTE activities and programs further the mission of the organization as advanced by members.

Education and Experience: The ideal candidate will have an advanced degree in education; a minimum of six years of executive or senior-level management experience in an education setting or education–focused organization (or a closely related field); and successful experience in promoting the influence, role and profile of an organization. Previous experience as a Chief Executive Officer is an asset but is not required. Having the Certified Association Executive credential is also considered an asset.

The ideal candidate will demonstrate experience and success in the following areas:

1. Developing and implementing strategic business plans and initiatives, and identifying and prioritizing short- and long-term organizational goals, needs and resources;
2. Employing effective public relations to raise the profile and reputation of an organization among external and internal audiences;
3. Leading and managing a large, visible and complex organization, its governance issues and structures;
4. Understanding and providing leadership to ensuring that programs, activities, and member products meet customers’ needs;
5. Establishing and strengthening operations and communications systems and processes in a complex and diverse organization;

6. Developing and managing the financial assets of the organization to create a sustainable and stable environment for achieving the mission;

7. Leveraging a high functioning professional staff and volunteer structures to achieve organizational objectives and creating an effective working relationship with the Board of Directors;

8. Growing an international organization and ensuring that organizational products and services are responsive to diverse global needs;

9. Marketing the value of a membership organization; and

10. Developing effective relationships with external stakeholders and partner organizations.

Skills and Abilities: The following skills and abilities are important to the candidate’s success in the position of Chief Executive Officer:

1. Visionary leadership and foresight, in order to capitalize on opportunities, identify challenges, anticipate and respond to course changes warranted by an ever-changing industry operating globally, and identify/secure the resources necessary to ensure organizational success;

2. Strong interpersonal, written and oral communications skills, with the ability to deliver clear and effective messages to all stakeholders;

3. Ability to build consensus among diverse constituencies and related organizations in order to further common goals and objectives and to leverage resources and influence;

4. Understanding best practices in organization management and their implementation;

5. Possess analytical problem-solving skills and the ability to think critically, weigh options presented for decisions, and create a culture that invites ideas and feedback;

6. Prioritizes tasks effectively, takes initiative, seeks efficiencies, and uses resources effectively; and

7. Ability to travel to national and international destinations for meetings, including frequent weekend and evening meetings, via land and air.
**Personal Characteristics and Behaviors:** The Chief Executive Officer will possess the following personal characteristics and behaviors:

1. Charismatic, confident, and inspirational;
2. Enthusiastic, motivating, passionate and energetic leadership style;
3. Engaging, personable, accessible and resilient;
4. Honesty, integrity and authenticity;
5. Self-disciplined, focused and have a strong work ethic;
6. Effective and efficient decision-maker;
7. Process-driven, attentive to detail and analytical;
8. Open to working with and learning from others who have skill sets different from his/her own; and
9. Comfortable acting within an environment of empowerment and accountability.

**Measures of Success**

Some of the areas by which the Chief Executive Officer’s success will be measured may include the following:

1. Understanding the needs, activities, and culture of members, staff, vendors, and stakeholders of ISTE;
2. Assuming a leadership role in transforming the influence, role and profile of ISTE and serving as an ambassador for the organization and the industry;
3. Presiding over financial growth and stability;
4. Working collaboratively with the Board to create an organizational vision and Strategic Plan aligned with the needs of the organization and its members and achieve the Plan goals and objectives;
5. Building and maintaining relationships with policy leaders and strategic partnerships with related organizations to expand ISTE’s global reach and relevance.

# # #
The search for the Chief Executive Officer of ISTE is being conducted by Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to the Association Strategies, Inc., website: www.assnstrategies.com. To learn more about ISTE, go to www.ISTE.org. The deadline for applications is May 1, 2012.