



Position Specification

The Tech Interactive

President and Chief Executive Officer

Our Client

Background and Mission

The Tech Interactive is Silicon Valley's premier educational nonprofit dedicated to developing the next generation of problem-solvers in a world driven by technology. For decades, The Tech has helped young people build their creative confidence and sense of agency through Design Challenge Learning – a project-based problem-solving approach that uses the engineering design process.

The Tech creates experiences that provide people with a sense of possibility – they experience new ideas and discover new abilities. Whether online or in-person, visitors to The Interactive build an understanding of how innovation works and develop a new sense of themselves as innovators. This glimpse into their own creative abilities can be the impetus for further imagination and action, from researching a new topic to trying a new project after they leave. The Interactive's experiences catalyze action because they are connected to real-world problems and are relevant to people's everyday lives.

The Tech is a world leader in the creation of immersive STEAM education resources to develop the next generation of problem-solvers locally, nationally and globally. Through programs such as The Tech Challenge, an annual team design competition for youth, and The Tech for Global Good, which honors people doing work to benefit humanity, The Tech celebrates and encourages the development of innovative technology for a more promising future. The Tech believes that everyone is born an innovator who can change the world for the better.

While there is an innovator in everyone, many people never discover their problem-solving power. The Tech has great traction with students in the Bay Area who are most likely to disengage from the learning process: young people ages 8 to 18. The Interactive is committed to helping young people – especially those in this age group, girls and the underserved – to develop problem-solving skills they will need to thrive.

In 2015, The Tech was awarded the National Medal for Museum and Library Service, the highest honor a United States museum, science center or cultural institution can achieve. The mission of The Tech is to inspire the innovator in everyone.

The Tech in 2020

- A half-million onsite visitors each year
- 3 million online visitors each year
- 130,000 students each year on field trips
- 2,500 student participants each year in The Tech Challenge, now in its 32nd year
- 115,000 students and 1,500 teachers reached to date by The Tech Academies professional development program
- 15,000 educators engaged with The Tech
- 2.8 billion lives touched by 304 laureates and The Tech for Global Good program
- FY2020 operating budget is \$23.2M

- Approximately 160 staff
- 34 members of the Board of Directors

Looking Forward

Since The Tech opened its iconic building in downtown San Jose, California, the organization has honed its mission, clarified its pedagogy and developed deep roots in the regional education ecosystem while continuing to scale its outreach and impact more broadly. The organization now looks toward the next two decades with this question as its north star: *20 years from now, how will the world be different in positive ways because The Tech exists?* The answer became the organization's 20-year vision: The Tech will develop problem-solvers locally, nationally and globally.

After The Tech's Board of Directors adopted the 20-year vision in May 2018, the staff and Board began developing a five-year strategic plan. The Plan's purpose is to clarify priorities and guide decision-making, and it unites staff efforts while providing avenues for innovation to maintain and enhance The Tech's relevance. It also helps keep The Tech financially stable by establishing a long-term optimized revenue model. The Tech aims to be a financially healthy, impact-driven nonprofit with the agility to take bold, smart risks in a changing world.

The strategic priorities that underpin The Tech's five-year plan include:

- **Scaling:** Exponentially grow The Tech's programs locally, nationally and globally.
- **Core Experiences:** Create life-changing programs and learning experiences.
- **Parkside Expansion:** Develop the Parkside Hall expansion with mission and financial sustainability as key drivers.
- **Optimized Revenue Model:** Optimize balance of earned, endowment and contributed revenue.
- **Data and Evaluation:** Continuously evaluate and improve The Tech's core programs, learning experiences and institutional practices.

The Tech took a significant step toward this goal of increased reach and impact in May 2019 when it announced a highly innovative partnership with Discovery Education, the global leader in standards-aligned digital curriculum resources, engaging content and professional learning for K-12 classrooms. The Tech and Discovery Education partnered to create Tech for Tomorrow, an online education program providing virtual access to exhibits from The Tech Interactive, Design Challenge Learning activities and interactive classroom resources for students in grades 4-8.

The program's no-cost digital resources introduce students to cutting-edge technology and inspire them to create enduring innovations for the future. Tech for Tomorrow resources are available at www.techfortomorrow.com and within Discovery Education Experience, a comprehensive digital service that helps build critical thinking, collaboration, and communication skills needed for success beyond graduation.

By 2024, The Tech aims for 2 million people to be using Tech-produced materials annually to develop their problem-solving skills. By 2039, The Tech aims to reach 100 million people per year.

A summary of the Strategic Plan and the Strategic Priorities Impact Summary is included in the Appendix of this document. More information about The Tech can be found on the organization's website: www.thetech.org.

The Role

Reporting to and working with the Board of Directors, the President and Chief Executive Officer is responsible for the strategic leadership and engaged management of The Tech's staff and resources. The President and CEO will provide leadership for all aspects of The Tech, including further refinement and implementation of The Tech's Strategic Plan, fundraising and revenue generation, organizational and programmatic leadership, financial stewardship and external engagement with the broader civic and educational community.

Working with the Board, staff, community stakeholders and other key partners throughout Silicon Valley and beyond, the President and CEO will inspire and drive The Tech to achieve its mission locally, nationally and globally, along with its strategic objectives. The President and CEO will partner with the management team to support the prioritization and accomplishment of key initiatives, test new products and encourage programmatic innovation and collaboration, in order to achieve significant impact on a local as well as global scale.

It is critical that the President and CEO actively foster a culture of collaboration, collegiality and transparency amongst the program areas and throughout The Tech, while providing a unifying sense of how the various program areas complement each other.

The President and CEO will work closely with the Board and senior staff to secure the financial future of The Tech through fundraising, development of new revenue streams and strategic grant opportunities. They will represent The Tech's interests to its diverse constituencies and will enthusiastically embrace a leadership role in the local, national and international community.

Candidate Profile

The President and CEO of The Tech will be a visionary leader, inspiring others and reflecting deep passion for its educational mission. The successful candidate will have significant and proven strategic leadership and management experience in a large, complex, for-profit or non-profit organization, with multiple internal and external stakeholders. The candidate will also bring deep passion for building significant and long-term impact in local, particularly underserved, communities. Further, the ideal candidate must possess a truly global mindset, with demonstrated experience working with people of different cultures and perspectives.

Ideally, this person also will have experience in successfully leading others through periods of growth and change. The candidate will be an inspirational and passionate advocate for the power of experimentation, innovation, and discovery, and will have an appreciation for all disciplines across the STEAM spectrum.

Specific competencies include:

Strategic Vision:

- Experience guiding and substantially contributing to the articulation and execution of an organization's mission, strategy and values;
- Proven experience setting priorities, creating and achieving an annual plan and leading organizations to success;
- Demonstrated ability to think strategically and work with both the senior leadership team and the Board to establish and pursue goals;
- Experience driving programmatic excellence while maintaining commitment to an established and well-planned budget.

Revenue Generation and Fundraising:

- Track record of success cultivating donors and raising funds in support of institutional goals;
- Experience identifying, recruiting and cultivating revenue partners to maximize tangible and intangible assets;
- Track record of growing revenue and earned income in a cultural institution, nonprofit, education, or R&D setting;
- Experience identifying and developing new earned income streams and building partnerships to maximize impact.

Communication and Relationship Building:

- An articulate, dynamic and effective communicator;
- Able to promote The Tech's programs to advance the development of key partnerships in support of the mission, locally, nationally and internationally;
- Experience building multi-sector partnerships and collaborations in the broader community on behalf of an organization, company or cause;
- A track record of success building impactful formal and informal relationships with underserved populations on behalf of an organization;
- Skilled in articulating an organization's direction and strategy, both internally and externally;
- Effectively engage on a one-to-one level as well as with large audiences.

Management of Teams and Resources:

- Extensive experience and success managing people and resources;
- Ability to integrate a culture of creativity and innovation with successful business operations and strong financial performance;
- Track record of attracting, retaining and motivating top talent;
- Ability to be decisive in setting priorities, delegate responsibilities, assure accountability and allocate resources to ensure results;

Inspirational and Collaborative Leadership:

- Shows a demonstrated passion for The Tech's mission and commitment to its core values;
- Demonstrates collaborative leadership and fosters a culture of engagement and empowerment throughout the organization;

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- Encourages transparency, openness and mutual respect amongst staff, Board members and volunteers;
- Actively engages and energizes local and national stakeholders, board members, event committees, partnering organizations and sponsors.

Contact

Russell Reynolds Associates has been exclusively retained for this search and prospective candidates are invited to contact Russell Reynolds Associates directly. All inquiries and discussions will be considered strictly confidential. For more information or to apply for the role, please reach out to thetech@russellreynolds.com. All applications should include a resume and statement of interest.

Summary

The Tech has developed a five-year strategic plan with five strategic priorities to put the institution on track to achieve its 20-year vision to develop problem-solvers locally, nationally and globally.

Our mission	To inspire the innovator in everyone.
Our 20-year vision	Developing problem-solvers locally, nationally and globally.
Our 20-year impact goal	By 2039, 100 million people each year are using Tech-produced materials to develop their problem-solving skills.
Our 5-year impact goal	By 2024, 2 million people each year are using Tech-produced materials to develop their problem-solving skills.
What is a problem-solver?	Problem-solvers use the engineering design process to tackle real-world challenges without fear of failure. The Tech develops problem-solvers through Design Challenge Learning.
Our unique expertise	Design Challenge Learning is what The Tech does best. It is a project-based problem-solving practice that introduces students to engineering design and builds their skills in brainstorming, collaboration, iteration and communication.
Whom we serve	Young people ages 8 to 18 and the adults in their lives, with an emphasis on underserved and underrepresented populations, including girls.
Our programs and services	The Tech achieves its mission through: <ul style="list-style-type: none">• Experiential learning at The Tech Interactive• Educational initiatives through The Bowers Institute• The Tech Challenge• The Tech for Global Good
Our strategic priorities	The strategic priorities that underpin our five-year plan are: <ul style="list-style-type: none">• Scaling: Exponentially grow our programs locally, nationally and globally.• Core Experiences: Create life-changing programs and learning experiences.• Parkside Expansion: Develop the Parkside Hall expansion with mission and financial sustainability as the key drivers.• Optimized Revenue Model: Optimize balance of earned, endowment and contributed revenue.• Data and Evaluation: Continuously evaluate and improve our core programs, learning experiences and institutional practices.
Key metrics	In the context of the five-year plan, we will measure our work across multiple key metrics, potentially including: <ul style="list-style-type: none">• Scale: Breadth of reach (# of problem-solvers developed worldwide).• Impact: Quality and depth (are young people better off as a result?).• Financial optimization: Are we optimizing how we raise, generate and spend money to achieve scale and impact?

Strategic Priorities Impact Summary

By 2039, The Tech will grow its impact worldwide. In the first five years, The Tech’s Silicon Valley headquarters will become an R&D center for experimenting with experiences that will scale via multiple platforms. Once developed, these experiences will transform The Tech into an organization with deep national and international impact in developing problem-solvers in a technology-driven world.

	5-year Impact Goal	20-year Impact Goal
<p>Local Scaling Exponentially grow our programs locally</p>	<p>By 2024, The Tech will support 10 school districts to develop STEM education plans and Engineering Education Leaders to impact over 100,000 students, 5X growth over five years. (Baseline is 20,000 in 2019.)</p>	<p>By 2039, more than 125,000 students served each year in 10 school districts will be systemically supported year-round with access to continuous K-college problem-solving instruction, helping to bridge the opportunity gap.</p>
<p>National and Global Scaling Exponentially grow our programs nationally and globally</p>	<p>By 2024, 2 million people a year around the world will use Tech materials to help them develop problem-solving skills.</p>	<p>By 2039, 100 million people a year around the world will use Tech materials to help them develop problem-solving skills.</p>
<p>Core Experiences Create life-changing programs and learning experiences</p>	<p>The Tech Interactive will continue to serve 500,000 people on-site while forging new relationships with diverse communities and conducting scaling experiments.</p>	<p>By 2039, The Tech Interactive will be a destination for inspiring problem-solvers and the launch pad for experiences that fuel growth in The Tech’s audience by at least 200X. (Baseline is 500,000 in 2019.)</p>
<p>Parkside Expansion Develop the Parkside expansion with mission and financial sustainability as the key drivers</p>	<p>By 2024, the Parkside project will be completed, nearly doubling our programming space and increasing our relevance to the community.</p>	<p>By 2039, the attractions and experiences in the Parkside project will spin off revenue to help sustain the overall institution.</p>
<p>Optimized Revenue Model Optimize balance of earned, endowment and contributed revenue</p>	<p>By 2024, The Tech will have raised \$115M to put the institution on track toward the 20-year revenue model.</p>	<p>By 2039, The Tech’s annual revenue ratio will be 25% endowment, 35% earned revenue and 40% contributed revenue.</p>
<p>Data and Evaluation Continuously evaluate and improve our core programs, learning experiences and institutional practices</p>	<p>By 2024, The Tech will evaluate 100% of our programs and initiatives, using shared goals and language, to demonstrate cumulative impact in a way that inspires our community and drives fundraising.</p>	<p>By 2039, The Tech will have long-term data on our impact on a cohort of youth tracked over time. The Tech also will have 20 years of cumulative data to demonstrate the impact on young people in the Bay Area and around the world.</p>