

EXECUTIVE POSITION PROFILE

Executive Director



This search is being conducted by:

VettedSolutions

Chicago, IL • Los Angeles, CA • Washington, DC

Telephone: +1.202.544.4749

 vettedolutions.com  [@vettedolutions](https://twitter.com/vettedolutions)  [/vetted-solutions-llc](https://www.linkedin.com/company/vetted-solutions-llc)

Vetted Solutions is a proud member of:



Table of Contents

Click any entry in this Table of Contents to go directly to that page.

Click on the page number at the bottom of any page to return to the Table of Contents.

I. The Opportunity	3
Scope of Position	
Strategic Planning and Evaluation	
Management of the Association	
External Relations and Advocacy	
Association Programs	
Professional Qualities	
ASBA Board Relations	
Experience & Qualifications	
Personal and Professional Qualities	
Measures of Success	
II. The Organization	7
Vision	
Mission	
Key Functions	
Core Beliefs	
Training & Resources	
Advocacy	
Services	
Board of Directors 2019	
Headquarters	
Digital Presence	
III. About Vetted Solutions	9

I. The Opportunity

The **Arizona School Boards Association (ASBA)** seeks an Executive Director to build on its strong reputation for cultivating excellence in locally-governed school districts. ASBA represents more than 1,200 school board members in over 240 governing boards and the approximately 1 million Arizona school children whose education is entrusted to their care. ASBA is a private, non-profit, non-partisan organization that delivers training and leadership development; represents and advocates for the diverse membership needs; and provides products and services which support district success. Based in Phoenix, Arizona with 19 staff, ASBA has a \$4 million budget and is a National School Boards Association federation member.

ASBA's next Executive Director will also serve as the Friends of ASBA Executive Director, the 501(c)(4) partner organization with an independent appointed board. The "Friends" supports the political agenda of ASBA through its participation in support of education related public policy. The Executive Director also serves as the Treasurer and Trustee of the ASBAIT Insurance Trust, a subsidiary which provides health insurance benefits for members' employees.

The successful candidate will have a passion for public education and continuous improvement of student success with a commitment to support district success. ASBA programs and services include training and leadership development and advocacy for the diverse membership needs. Candidates may come from the public education leadership, higher education, government, or association management fields. ASBA's focus is on recruiting an accomplished leader who will be ASBA's spokesperson, relationship-builder, and advocate for equity and student success in Arizona education.

Scope of Position

The Executive Director is the chief administrative officer of the Association, appointed by and directly responsible to the Board of Directors. The Executive Director is responsible for leading, directing and administering a program of services that is responsive to the needs of the membership. Acting in accordance with board policies and within the laws and regulations established by state and federal governments, he/she shall establish a sound organizational structure; and recommend and



participate in the formulation of new policies and procedures to assure that objectives are attained, and member needs are met. He/she shall develop and maintain effective internal and external relationships with all internal and external stakeholders.

Strategic Planning and Evaluation

PLANNING

- Provides leadership and vision in developing the vision, mission, goals and strategies to carry out ASBA objectives.
- Ensures that the vision, mission and goals are clearly aligned with the policies and bylaws of ASBA.
- Assists the Board in establishing strategic goals and facilitates their review.
- Develops action plans with staff to accomplish Association goals.
- Provides leadership for staff growth and development.

CONTINUOUS IMPROVEMENT

- Takes a proactive leadership role in the continued development and improvement of ASBA.
- Creates a culture of accountability and collaboration among staff members.
- Delegates authority to staff and work teams as appropriate, assuring effective program assessment and revision as needed.
- Helps foster an environment for innovation in member services.

Management of the Association

Ensures that all activities are in keeping with high standards and the mission of ASBA.

STAFF LEADERSHIP AND IMPROVEMENT

- Provides leadership in the recruitment, selection and retention of highly-qualified staff to carry out the work of ASBA.
- Hires, promotes, and terminates staff consistent with ASBA's policies and applicable laws.
- Supervises and evaluates professional staff, delegating supervision and evaluation to respective department directors where appropriate.
- Reviews staff job descriptions and evaluation processes with the Executive Committee.
- Creates and maintains a climate that attracts, retains, motivates and maximizes a diverse staff of top-quality professionals.

FACILITY MANAGEMENT

- Provides effective oversight of facilities, ensuring that they are operated and maintained at the highest standards.
- Responsible for negotiation of lease agreements and attends to the needs of tenants.
- Develops methods to improve systems efficiency and service.

FISCAL MANAGEMENT

- Manages the budgetary process as directed by policy and makes recommendations that reflect ASBA's strategic direction and keeps ASBA fiscally sound.

- Supervises the maintenance of proper and accurate financial records of ASBA, and efficient business practices, ensuring a superior financial accounting and reporting system is in place.
- Prepares and presents a recommended annual budget for approval by the Board of Directors.
- Oversees the budget and operations of the 501(c)(4) partner organization, the Friends of ASBA.

External Relations and Advocacy

PEER RELATIONSHIPS/INFLUENCE

- Represents the Association as official spokesperson, providing an effective voice that advances ASBA's influence and credibility through strong representation of stated educational advocacy agendas.
- Works to increase public knowledge of the role of board members and the function of school boards.
- Establishes and maintains liaison with NSBA and other national organizations that affect public education policy.

ADVOCACY and INFLUENCE

- Develops relationships with legislative and regulatory agencies, systematically providing them with relevant and timely information.
- Maintains an effective governmental relations program, working with the membership to formulate legislative programs and agendas.
- Works proactively to promote interest and participation in the Association, visiting member districts, and attending local and regional meetings as representative, participant, and resource speaker upon request.
- Oversees a comprehensive public relations program to enhance public knowledge about boards of education and the positions of ASBA through newsletters, general mailings, news releases, etc.
- Develops and maintains positive relationships with the media.

- Initiates and supports research on educational issues, overseeing the development, publication and dissemination of relevant reports to the membership, legislator, organizations, and individuals.
- Maintains open communication with individuals and organizations through the development of a high-quality website, regular publications and annual report widely distributed to the membership and other stakeholders.
- Provides assertive leadership in the pursuit of ASBA's legislative priorities, representing ASBA's interests to the Governor, legislature, congressional delegations, and appropriate government agencies.

PARTNERSHIPS and ALLIANCES

- Promotes positive relationships with the state's educational communities, agencies, and associations; advancing cooperative action among key educational stakeholders.
- Establishes strong relationships with the membership, superintendents, and other state and national agencies that work with public schools.
- Forges strategic alliances with public and private agencies to further ASBA's mission.
- Represents ASBA on agency boards and committees, maintaining clear lines of communication and collaboration.
- Proactively develops relationships and alliances with businesses, corporations, foundations, higher education, and other educational and nonprofit entities in carrying out the educational and advocacy purposes of ASBA.

Association Programs

PROGRAMS and SERVICES

- Develops and maintains a service-oriented approach within ASBA which is responsive to the needs of the membership.
- Develops educational programs to meet the needs and advance the knowledge and skills of the membership – local training/in-service, statewide conferences, etc.



- Provides oversight and support to services to member districts:
 - Policy Services
 - Leadership Development Services
 - Board Development and Training
 - Superintendent Searches
 - Legal Services
 - Governmental Relations
 - Research/Communications
 - Administrative Services
- Works to embed equity into professional development programs for association staff and members. Works to maintain ASBA status as the leading agency on educational equity conversations and practices.
- Continually reviews programs and services with the membership to assure up-to-date content and technologies.

Professional Qualities

PROFESSIONAL QUALITIES

- Models the highest standards of performance and ethics in all personal and professional matters.
- Exercises exceptional judgment in arriving at a decision and is able to make tough decisions with effective rationale.
- Proactively seeks information and counsel, analyzing facts and situations before reaching final conclusions and recommendations.

COMMUNICATION SKILLS

- Demonstrates excellent skills in oral and written communications.
- Understands the strategic nature of good communication.
- Takes time to fully understand needs and concerns through active listening.
- Communicates in a tactful, concise, clear and persuasive manner.

ASBA Board Relations

COMMUNICATIONS TO BOARD MEMBERS

- Proactively mentors and develops board members to improve their effectiveness.
- Maintains frequent contact with ASBA's Board of Directors and its committees, assuring clear communications and smooth action planning.
- Makes recommendations to the Board, providing necessary facts, information and reports as needed to ensure the making of informed decisions.
- Creates an atmosphere that enhances effective communication between the Executive Director and Board of Directors, as well as ASBA staff.
- Treats board members with equal consideration and respect, keeping all members fully informed.

BOARD ENGAGEMENT

- Systematically keeps the Board thoroughly informed on issues, needs and operations of the Association.
- Provides the Board with opportunities for engaging proactively in collaborative work processes.
- Keeps the Board fully informed about the programs, practices and activities of ASBA; and makes recommendations for revision and/or improvement.
- Oversees the development of programs and activities that advance the skills and knowledge of board members.

EFFECTIVE MEETING PLANNING

- Proactively works with the Board leadership to plan agendas, developing meeting agendas that reflect issues requiring Board attention, and resulting in highly efficient meetings and effective treatment of critical issues.
- Keeps the Board informed about ASBA staff, facility, equipment, operations, and finances through appropriate board agenda items.
- Oversees and monitors the records of the Delegate Assembly, Board of Directors, Executive Committee, and other Association records.

Experience and Qualifications

- Bachelor's degree is required, an advanced degree preferred.
- At least five years of executive or senior management level leadership; successful experience in association leadership a plus.
- Strong communication and public speaking skills, including the ability to articulate the value of the association to its members, other stakeholders, and the public.
- High level understanding of how to advocate successfully in both legislative and regulatory environments; familiarity with and/or successful education reform experience a plus.
- Ability to connect with a diverse membership and balance differing member needs.
- Partners with the board by providing options and recommendations.
- Ability to maintain an organization structure that aligns with the strategic direction articulated by the leadership.
- Strong strategic thinking ability and experience in both planning strategically and translating those plans into operations.
- Ability to plan and implement continuous improvement and organizational improvement.
- A management style that recruits, develops, and retains highly qualified staff members.

- Successful finance experience in planning, managing, and evaluating annual budgets.
- Ability to increase the member value proposition.

Personal and Professional Qualities

- Possesses a reputation as a respected and trusted leader.
- A creative problem solver who uses innovative means or has ideas of ways to solve problems without new resources.
- Demonstrates the ability to develop consensus around difficult situations and produce outcomes that are considered fair.
- Communicates transparently and with candor with all stakeholders.
- Creates opportunities for strategic partnerships through community relations.
- Decision-making style which carries out the association vision that reflects ASBA's values and beliefs to guide the programs.

Measures of Success

Within one year, the Executive Director will achieve the following, with metrics determined in collaboration with the Board of Directors:

- A smooth transition of leadership has occurred; the Executive Director has developed effective and collaborative relationships with the ASBA Board, staff, members, and strategic partners; and communicates regularly and effectively with all.
- Member involvement with association programs and services has increased.
- Increased engagement with rural communities.
- The value of ASBA is being effectively communicated.
- ASBA is being tapped as a resource on relevant policy issues.
- The financial health of the organization continues.
- The Executive Director has developed a solid understanding of Arizona public education and relevant organizations, key legislators, regulators, and stakeholders that impact the success of the association and its members.

II. The Organization

Vision

The best schools in every Arizona community.

Mission

We cultivate excellence in locally-governed school districts.

Key Functions

- Provide training and leadership development.
- Represent and advocate for the diverse needs of our membership.
- Provide products and services that support district success.

Core Beliefs

- The basic life needs of children must be met for them to succeed.
- Meeting the unique educational needs of all students must be the foundation of our school systems.
- The governance of publicly-funded schools must lie with locally-elected and publicly-accountable governing boards.
- The responsibility for student success is shared by students, parents, governing board, district staff and the community.
- Public education funding must be broad-based, stable and at a level that assures all students are successful.



- Knowledgeable and professionally trained governing board members are fundamental for ensuring student success.
- Closing the opportunity and achievement gap is a moral and economic imperative that must be addressed to ensure all Arizona's students are successful.

Training & Resources

ASBA provides member boards with training and information in leadership, governance and issues related to public education. Training is provided at workshops, conferences and events, held throughout the year in locations around the state. Customized trainings for individual boards on a variety of topics, ranging from board-superintendent roles and responsibilities to Arizona's Open Meeting Law. In addition, numerous training presentations are available on ASBA's website: www.azsba.org.

Advocacy

ASBA represents the diverse interests of its member boards on issues related to K-12 education and local control of public education through leadership and advocacy in the state and federal legislative, policy and legal arenas. The Association also works with individual boards and board members to develop and implement grassroots advocacy efforts.

All board members have a voice in setting the policies and direction of the association. ASBA's position on issues is based on its political agenda, which is discussed, debated and approved by the membership at the annual ASBA Delegate Assembly.

Services

Model Policy Subscription: ASBA offers a fee-based model policy service to member boards to help them ensure that they remain in compliance with state and federal law, policy and legal rulings. ASBA provides the template for policy, and works with each subscriber to tailor specific items to best serve the students and staff of the district. In addition to hard-copy of policy manuals, web-based manual access and search capabilities are provided.

Executive Search: ASBA offers comprehensive superintendent search services to member boards at rates well below the market average.

Board of Directors 2019

EXECUTIVE OFFICERS

- **Steven Chapman**, President
- **Torri Anderson**, Secretary
- **Ann O'Brien**, Treasurer
- **Linda Lyon**, Immediate Past-President

COUNTY DIRECTORS

- **Dee Puff**, Cochise
- **Duane Noggle**, Apache
- **Kara Kelty**, Coconino
- **Katrina Talkalai**, Gila
- **James Bryce**, Graham
- **Kelly Baker**, Greenlee
- **Monica Timberlake**, La Paz
- **Traci Sawyer-Sinkbeil**, Co-Director, Maricopa
- **Jill Humpherys**, Co-Director, Maricopa
- **Kristel Foster**, Co-Director, Pima
- **Raymond Laughter**, Navajo
- **Beth Weisser**, Mohave
- **John Williams**, Co-Director, Pima
- **Steve Johnson**, Pinal
- **Maria Neuman**, Santa Cruz
- **Karen McClelland**, Yavapai
- **Tadeo De La Hoya**, Yuma

CAUCUS LEADERSHIP

- **Devin Del Palacio**, Black Caucus
- **Desiree Fowler**, Hispanic/Native American Caucus

Headquarters

2100 N. Central Avenue
Suite 200
Phoenix, Arizona 85004

Digital Presence

Website: www.azsba.org

Facebook: **Arizona School Boards Association (@ASBAFans)**

Twitter: **Az School Boards (@AzSBA)**

YouTube: www.youtube.com/user/AZSchoolBoardsAssoc

III. About Vetted Solutions

Vetted Solutions is a Washington, D.C. based executive search firm specializing in association, nonprofit, and hospitality/destination marketing community, recruiting and consulting. We focus on senior staff and CEO positions. For confidential consideration, please email your resume and cover letter to ASBAEDsearch@vettedolutions.com or contact Vetted Solutions at +1 202 544 4749.



Michele Warholic
Client Partner
+1 202 544 4749
michelew@vettedolutions.com



Cathy Brown
Vice President
+1 202 544 4749
cathy.brown@vettedolutions.com

For more information about Vetted Solutions, please visit us at:

 vettedolutions.com  [@vettedolutions](https://twitter.com/vettedolutions)  [/vetted-solutions-llc](https://www.linkedin.com/company/vetted-solutions-llc)

Vetted Solutions is a proud member of:

