

HEIDRICK & STRUGGLES

# Florida Virtual School

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President & Chief Executive Officer

October 2018

## The Organization

### Overview

Florida Virtual School (FLVS) is an internet-based public school that offers curriculum online for elementary, middle and high school students. FLVS has led the way in providing a rigorous academic program that has passed stringent external reviews by states across the nation. Winner of numerous national and international educational awards, FLVS now trains teachers, administrators, school districts, and states in how to deliver a sound, accountable, and successful online learning experience. FLVS, a national leader and pioneer in digital learning, is committed to keeping students at the center of every decision.

FLVS was founded in 1997 and was the country's first statewide Internet-based public high school. FLVS is part of the Florida public education system and serves students in all 67 Florida districts. In 2000, the Florida Legislature established FLVS as an independent educational entity with a gubernatorial appointed board. Today, FLVS serves elementary, middle and high school students with more than 180 courses of study.

While the vast majority of activity remains in Florida, FLVS has also served students, schools, and districts around the nation and internationally through tuition-based instruction, curriculum provision, and training. Enrollment is open to public, private, and homeschool students. All students work from home or school and all instructors work in a remote environment.

Mission of FLVS: "To deliver a high quality, technology-based education that provides the skills and knowledge students need for success."

Vision: "To transform education worldwide—one student at a time."

### Organization Metrics

In the 2017-2018 academic year, FLVS served more than 207,000 students who had successfully completed more than 492,000 semester enrollments. FLVS revenues exceeded \$190mm.

### Website

[Florida Virtual School](#)

## The Position

<b>Position Title</b>	President & Chief Executive Officer
<b>Location</b>	Orlando, Florida
<b>Reports To</b>	Board of Trustees
<b>Position Summary</b>	The President & CEO directs FLVS in the successful pursuit of its mission, optimal revenue growth and high customer satisfaction.
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Refine and implement a strategy for FLVS that is consistent with its mission and aligns the organization and its resources against key opportunities and drivers in the marketplace.</li> <li>• Accountable for the organization's P&amp;L. Ensure the organization meets or exceeds its targets for revenue, profitability and growth. Ensure appropriate controls in place across the organization.</li> <li>• Develop an excellent leadership team through both internal development and external recruitment efforts. Ensure effective systems are in place to recruit, develop, reward and retain high-performance talent.</li> <li>• Establish and lead a highly ethical culture of growth, quality and performance across the organization and with its stakeholders.</li> <li>• Spearhead brand development for FLVS. Ensure that FLVS is the provider of choice within Florida and is recognized as a leading provider nationally.</li> <li>• Ensure development and deployment of products, services and technologies that exceed standards for customer satisfaction and effective operations.</li> <li>• Actively represent FLVS, engages with its marketplace and maintains effective relationships with education administrators, business leaders and government officials. Promote FLVS as its key spokesperson at relevant education sector venues.</li> <li>• Effectively engage with the FLVS Board of Trustees. Inform the Board and other important constituents on a timely basis of key developments and results.</li> </ul>

## The Person

**Pivotal Experience & Expertise**

- **Strategic Leadership:** Current or prior experience in the development and successful implementation of a strategic plan to refocus a company with a complex set of products and services strategic growth plan.
- **Operating Management:** Demonstrable success leading a complex entity greater than \$50mm with a full range of functional activities – sales, product development and management, marketing, business development, technology, finance in a unified manner that drove operational excellence. An adept manager of both a centralized leadership team and a substantial workforce of remote professionals.
- **Online Model:** Experience leading a business or organization that utilizes online platforms to deliver products/services and enhance customer experience.

**Leadership Capabilities**

- **Organization and Talent Development** – Well-refined experience developing an effective functioning organization. Skilled at recognizing talent and developing employees as well as recruiting talent to strengthen the leadership team. Has created a working environment that supports collaboration and retention of high quality staff.
  - **Technology Experience:** Leadership roles in organizations that have been fundamentally enabled by technology. Familiarity with relevant technologies for education is preferred as is leadership roles in a relevant ed tech organization.
  - **Board Experience:** Positive experience working, engaging and collaborating with a Board of Trustees.
- **Shape Strategy:** Identify the most appropriate opportunities in the market to pursue, build implementable plans and evolve the organization to support those plans.
  - **Put Customers First:** Create distinct value for the customers by understanding customer needs and building deep customer relationships.
  - **Inspire & Influence:** Create meaning and purpose for the organization by engaging and energizing team members partially by leading through influence. Understands what motivates various team members and, thus, how to influence performance.
  - **Build Talent & Teams:** Implement systems and processes that develop teams and strengthen organizational capacity.
  - **Drive for Results:** Drive execution by continuously improving the organization and reallocating resources at pace.
  - **Lead Innovation:** Scale and invest in new ideas by creating a culture that promotes experimentation and collaboration across boundaries.

**Agility & Potential**

- **Foresight:** Ability to simplify complex problems, develop creative solutions, and thinking dexterity.
- **Learning:** Self-awareness, curious, open-minded.
- **Adaptability:** Authenticity, empathy, and ability to flex and transform.
- **Resilience:** Ownership mindset, purpose, persist and sustain energy.

**Culture Fit & Impact**

- **Champion for FLVS' Mission:** Persuasive advocate with a passion for FLVS' purpose and educational mission. Capable of representing FLVS' value to a wide variety of external constituents and partners.
- **Collaboration and Teamwork:** Collaborative and engaging individual who can relate to people at all levels of an organization. Demonstrated ability to build new teams, and supportive systems and cultures.
- **Ensure Accountability:** Ability to instill ownership of quality and effective performance throughout the organization.
- **Communication Skills:** Communicates complex ideas in a clear, transparent way to key stakeholders, colleagues and media.
- **Relationship Builder:** Form networks of positive relationships throughout the organization, and with educational, government and other partners.

## The Process

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FLVS has sought the expertise of an executive search firm to assist in locating the perfect individual to fit the requirements and skill set of this unique position. All interested parties should forward a resume to [flvs@heidrick.com](mailto:flvs@heidrick.com). The Engagement Team at Heidrick & Struggles will review all inquiries and contact those with backgrounds that meet the specifications for the position.

Please note, in compliance with the Florida Sunshine Law, your inquiry to this position is subject to public record disclosure.

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Heidrick & Struggles serves the executive leadership needs of the world's top organizations as a trusted advisor for leadership consulting, culture shaping and senior-level executive search services. Our data driven solutions empower senior executives and boards of directors to transform their organizations by leveraging top talent and accelerating performance across all layers of the business.