



# **Position Specification**

Arizona Science Center

Hazel A. Hare President and Chief Executive Officer

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## Our Client

Located in downtown Phoenix, the nation's fifth largest city, at a bustling and well-traveled corner of the city's historic Heritage Square, Arizona Science Center (ASC) is one of the most popular and beloved destinations in the state for science-lovers of all ages. ASC delivers a broad and diverse array of engaging experiences and programming on-site, off-site, and on-line to families, teens, educators, young career professionals, and older adults throughout the state.

Arizona Science Center features more than 300 hands-on exhibits, live demonstrations, a range of interactive online science content, the state-of-the-art Dorrance Planetarium and the five-story Irene P. Flinn Giant Screen Theater. CREATE at Arizona Science Center®, adjacent to the main building, is the newest addition. This 6,500 square foot community makerspace provides workshops, including 3D printing, laser cutting, woodworking and sewing. The Center offers programs for all ages, including Camp Innovation, Teen programs, Professional Development and Learning for Educators, and adults' night out: Science With A Twist.

The Center also offers a broad range of online science learning resources for parents, educators, students and anyone curious about science. In response to growing consumer and educator demand for additional science learning resources, Arizona Science Center recently launched CONNECT @ Arizona Science Center — fun and engaging, standards-based science experiences designed to meet the personalized needs of students and educators. CONNECT @ Arizona Science Center is an interactive digital science subscription offering students, parents and educators an engaging virtual approach to science learning. Built to meet or exceed the state of Arizona's Science Standards, CONNECT provides thought-provoking science projects, lessons and demonstrations created to inspire and empower curious future scientists.

In 2015, ASC set a bold course for the institution to become a global leader in engaging science experiences in order to foster a community where people value science, technology, engineering and mathematics as a way to inform decision-making and enrich lives. The four pillars that comprised the Center's 2020 Strategic Vision included: Customer Focused Organization; Engaging Science Experiences; Culture of Excellence; and Long-Term Financial Sustainability.

In response to COVID-19, ASC has adapted nimbly and thoughtfully to the collective needs of its community. As ASC tracks the use of its digital experiences and adapts to the insights from them, the Center continues to explore what is possible, through innovative virtual and in-person experiences. Arizona Science Center is also listening intently to community members — whether they are parents, educators, or first responders — about what they need and how we can provide experiences and resources that they feel safe and confident using. Lastly, the organization is strengthening and reaffirming an organizational culture that values customers first, and by continuing to provide resources they need to learn and grow.

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As Arizona Science Center looks to the future, ASC plans to partner with its next President and CEO to update and refine the Strategic Plan, finish the current \$50 Million capital campaign, evolve programming and exhibitions, and build partnerships to expand the Center’s impact across the state of Arizona and across the country.

ASC leadership balances the innovative and risk-taking approach of a ‘for profit’ business with the mission-driven needs of its community, as demonstrated by more than 65% of revenue coming from non-contributed sources. Today, the Science Center is in an extremely healthy financial and business position. Even through the pandemic, it remains in a strong cash position, with cash reserves, a healthy endowment, and zero debt.

Arizona Science Center is governed by a 46-person Board of Trustees, who have fiduciary responsibility for the organization and contribute leadership, expertise, and judgment in working to sustain and ensure ASC’s mission and impact. The Board of Trustees is dedicated to an engaged, thoughtful partnership with the President and CEO. ASC employs approximately 150 staff and operates an annual budget of approximately \$10 million. The endowment currently stands at \$15 million. More information about ASC can be found on the organization’s website: [www.azscience.org](http://www.azscience.org).

## **The Role**

Reporting directly to the Executive Committee and working closely with the Board of Directors, the Hazel A. Hare President and Chief Executive Officer is responsible for the strategic leadership and engaged management of Arizona Science Center’s staff and resources. The Hazel A. Hare President and CEO will provide leadership for all aspects of Arizona Science Center, including fundraising and revenue generation, financial stewardship, organizational and programmatic leadership, and external engagement with the broader civic and educational community.

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

The Hazel A. Hare President and CEO of ASC will galvanize support and fundraise effectively for the Center in coordination with the Board of Trustees. The Hazel A. Hare President and CEO will promote senior staff talent and expertise in support of the Center’s goals and will encourage the entire team to take an active role in representing the institution externally. Ensuring a wide range of donors feel included, appreciated, and involved, the new Hazel A. Hare President and CEO will increase and diversify financial support from individual donors, foundations, corporations and, where relevant, government funders, for annual operations, new programs, and growth of ASC’s endowment. Through effective fundraising and savvy

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financial management, the Hazel A. Hare President and CEO will work to ensure the continued financial sustainability of ASC.

Working with the Board, staff, community stakeholders and other key partners throughout the state of Arizona and across the country, the Hazel A. Hare President and CEO will inspire and drive Arizona Science Center to achieve its mission locally and regionally along with its strategic objectives. The Hazel A. Hare President and CEO will partner with the management team to support the prioritization and accomplishment of key initiatives and encourage programmatic innovation and collaboration, in order to achieve significant impact across the diversity of communities ASC serves.

The Hazel A. Hare President and CEO will lead the Center's dedicated professional staff and will ensure ASC's vision and strategic objectives are collectively agreed upon, effectively implemented, and realized in a fiscally responsible manner. The Hazel A. Hare President and CEO will approach the financial administration of the institution with transparency, resourcefulness, sound judgment, and a clear understanding of budgets. Additionally, the CEO will embrace the realities of a digital age and will ensure that the Center's technology, systems, and operations support the Center's mission and enhance the visitor experience, whether in-person or online.

It is critical that the Hazel A. Hare President and CEO actively foster a culture of collaboration, collegiality and transparency amongst the program areas and throughout Arizona Science Center, while providing a unifying sense of how the various program areas complement each other.

## **Candidate Profile**

The next Hazel A. Hare President and CEO of Arizona Science Center will be a visionary leader, inspiring others and reflecting deep passion for its educational mission. The ideal candidate will have an entrepreneurial mindset and proven strategic leadership skills leading a high-growth, market-driven organization and dynamic, values-driven culture. The candidate will be outgoing, personable, articulate, and bring deep passion for building significant and long-term impact in diverse communities. Further, the ideal candidate must possess a truly inclusive 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:**

- Highly creative thinker who develops innovative and winning organizational strategies;
- Dynamic leader who can create a compelling vision for the future with a positive "can do" mindset;

- 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 Arizona Science Center's programs to advance the development of key partnerships in support of the mission, locally, regionally, and nationally;
- 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 Arizona Science Center's mission and commitment to its core values;

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- Demonstrates collaborative leadership and fosters a culture of engagement and empowerment throughout the organization;
  - 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. Given the need for confidentiality throughout the process, prospective candidates are invited to reach out directly to our search consultants with a resume and brief expression of interest.

Katherine Armstrong and Michael Singleton  
Consultants to the Search Committee  
Russell Reynolds Associates  
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