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# THE ENTERPRISE CENTER

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Position Profile

for President and Chief Executive Officer

JANUARY 3, 2019

Chattanooga, TN

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## Position Profile for President and Chief Executive Officer

The Enterprise Center, a private non-profit organization in Chattanooga, invites nominations, expressions of interest, and applications for the position of President and CEO. The successful candidate will provide visionary and innovative leadership for the organization and will ensure operational excellence in delivering on its commitments for all constituents.

### The Enterprise Center Background and Context

The Enterprise Center (TEC) is a private non-profit organization in Chattanooga TN that was re-tooled (new mission, board of directors and staff leadership) in 2014 to implement the recommendations of the Chattanooga Forward Gig, Technology and Entrepreneurship Task Force Report (see details in this link [http://www.chattanooga.gov/images/Mayor/Images/Chattanooga\\_Forum\\_Working\\_report.pdf](http://www.chattanooga.gov/images/Mayor/Images/Chattanooga_Forum_Working_report.pdf)). While some programs receive grant funding from various sources, the primary financial support is contributed by the City of Chattanooga.

The vision of TEC is for a better city and a better world because of Chattanooga's unique integration of world class connected technology with a dynamic culture of innovation and entrepreneurship. Its mission is to establish Chattanooga as a hub of innovation, improving people's lives by leveraging the city's digital assets to create, demonstrate, test and apply solutions for the 21<sup>st</sup> century. The TEC also seeks to be diverse and inclusive, so that all of the constituents can share in the progress. Since 2014, its work has vaulted it into prominence in a national debate about the innovation economy, digital equity and smart city applications. Entering its fifth year since re-tooling, TEC is poised for a new phase of growth and advancement in all three of its focus areas.

### Position Summary and Overarching Responsibilities

The President and CEO of the TEC will report to the Executive Committee of the Board of Directors. The President and CEO will be responsible for ensuring:

1. TEC has an active vision for its long-term future, a cohesive and clear mission that will fulfill the vision, and strategic goals and objectives that deliver measurable progress on that mission guided by continuous evaluation and fresh thinking.
2. TEC remains a national thought and practice leader in its strategic focus areas, thereby increasing the likely impact and reach of the work, assisting in attracting funding, and ensuring the work remains relevant both locally and nationally.
3. TEC creates and nurtures a wide range of strategic partnerships and relationships at the local, regional and national level, reflecting the nature of the work that requires high level cooperation, collaboration, information sharing and combined resources.

4. The organization is properly resourced and managed at all levels.
5. Provides effective executive support for the Board of Directors and for TEC staff and contractors.

## Current Strategic Priorities

TEC pursues three specific strategies to advance its mission - increasing the impact of the Innovation District, addressing issues of digital equity in the Chattanooga area, and advancing a broad research agenda for smart community applications. The primary executive responsibilities in each area are listed below.

### Innovation District

The 140-acre district was named in January 2015 and reached its first major milestone later that year with the opening of the Edney Innovation Center. The district quickly drew attention as an example of a successful mid-sized innovation District from such thought leaders and researchers as the National League of Cities and the Brookings Institution's Metropolitan Policy Program. Completing the Innovation District Framework Plan earlier this year, TEC is now implementing key components of the plan.

- Coordinate a multi-disciplinary team to improve urban design qualities of the district's public realm by engaging partners, stakeholders and consultants to implement action plans for improvements to streets, sidewalks, parks, plazas and open spaces
- Ensure proper phasing and integration of public and private investments in public realm improvements and development of targeted real estate in the district
- Engage property owners in district redevelopment to advance the principles of the redevelopment plan
- Ensure strong minority participation in district redevelopment efforts
- Explore avenues for affordable and low-income housing in the district
- Assess and advance the redevelopment of city-owned surplus properties in the district
- Advocate for high quality district redevelopment
- Explore contributing district uses and advance their potential such as a possible maker space, food hall, innovation spaces, etc.
- Work to ensure the district is inclusive and exhibits a high degree of diverse stakeholders and audiences in all activities and initiatives
- Assist in high quality and diverse programming throughout the district including the Edney Innovation Center to maximize the benefit of informal collisions
- Explore and advocate for a range of funding sources and mechanisms to accomplish district goals
- Ensure the district keeps pace with the overall national emphasis on the economic development potential of innovation districts

### Digital Equity

By proving the value of a pilot Tech Goes Home (TGH) program in Chattanooga, TEC became an acknowledged leader in attempts to address the growing "digital divide" between those with access to

modern communications technology and those without it. Now in its fourth year, Tech Goes Home remains an important digital equity tool and TEC has branched out with other stakeholders to more fully understand and address the challenges of providing digital access to all populations.

- Evaluate TGH progress, determine and implement goals for next phases of the program
- Advocate for digital equity locally and nationally
- Seek out local and national funders for digital equity efforts
- Pilot and expand the testing of digital applications that provide cutting edge educational opportunities in and outside the traditional classroom in partnership with education stakeholders
- Explore and implement innovative approaches to provide better connectivity for traditionally disenfranchised populations
- Work to assist public education as a key vehicle for digital equity
- Assist in integrating workforce development and digital equity efforts

#### Research and Applications Development

TEC has effectively formed a special multidisciplinary partnership of Chattanooga's major innovation economy assets with the formation of the Chattanooga Smart Community Collaborative (CSCC) in 2018. With CSCC, Chattanooga and the region have created an R&D development asset that many other cities are seeking to put in place. The CSCC expands the City's and region's potential for attracting research dollars, talented students and researchers, entrepreneurs and venture capital far beyond the reach of any single partner. The TEC CEO should help advance the CSCC ability to execute efforts in a number of key areas.

- Provide a strong effective link between researchers and research institutions and community-based opportunities for pilots, testing and research
- Play a leadership role in the build-out of the pilot M.L. King Boulevard test bed and ensure the community's role in its smart community benefits
- Assist in developing other sensor-based test beds to advance the research agenda
- Advocate for a local research agenda that directly benefits local communities and stakeholders
- Assist in piloting smart community applications in local public schools
- Organize community partners to participate in federal projects and support proposal development
- Develop significant public-private partnerships to further the local research agenda and applications development initiatives

#### Nature of the Work, Necessary Executive Qualities and Characteristics

**Rapid Change.** Because of the emerging nature of TEC's strategic focus areas, the nature of the work is fast-paced and changeable. The very concepts of a digital divide and an innovation district are less than 20 years old, gaining significant momentum only in the last few years. Chattanooga's (EPB) digital resources remain unique in the US and are rapidly becoming part of local and regional research agendas for smart city applications in collaboration with UTC, ORNL, Erlanger and other universities in the US. The pace of change and competitiveness requires nimble and flexible executive leadership at TEC to

discern clear paths forward that are a strategic fit for Chattanooga and our region. A leader adept in sizing up opportunities and discerning meaningful trends and likely strategic dead ends is crucial.

**Community Values.** As a non-profit organization with a community focused mission, TEC is guided by values and principles that are instrumental in all layers of TEC work and built into strategic goals and objectives. These include the importance of diversity and inclusion, spreading the benefit of TEC far beyond the geographic boundaries of the Innovation District, valuing collaboration and partnerships and access to the digital economy as a right. This means the TEC executive leader must be committed to community benefit, be an effective spokesperson and advocate who can move easily in public and private spheres.

**Partnerships and Relationships.** Implementing the original Task Force recommendations requires constant attention to relationship building and the creation of partnership and collaborations among many organizations and institutions. The success of TEC is a direct result of its day to day work with EPB, UTC, Co.Lab, City and County government, Hamilton County Department of Education (HCDE), The Chattanooga Design Studio, River City Company, the Chamber of Commerce, the Benwood and Lyndhurst Foundations, and others too numerous to list. Regional and national relationships with thought partners are also crucial, such as the Brookings Institution, National League of Cities, Metrolab, the Bass Initiative on Innovation and Placemaking, US Ignite and Mozilla. This requires the TEC leader to effectively establish and manage partnerships and to also be a strong team leader and team player as the situation requires.

## Description of Specific Executive Duties

### Leadership

- Identify board members for the Board of Directors helping to ensure that it is a high-functioning action-oriented board that is broadly representative of local stakeholders in the innovation economy
- Act as the TEC's primary communicator and spokesperson
- Lead the ongoing development and updating of all strategic initiatives in concert with the mission of TEC
- Provide effective leadership of all staff and consultants
- Provide ongoing evaluation and assessment of all programs, partnerships and initiatives for rapid and flexible program changes and mid-course corrections
- Create and nurture top level partnerships and collaborations locally, regionally and nationally
- Serve as a primary resource to local officials on matters related to the innovation economy, innovation districts and digital equity
- Provide the board with regular comprehensive reports on TEC operations

### Ongoing Operations

Overall, ensure the efficient and effective day to day operations at all levels in all programs

#### Human Resources

- Recruit the best level of talent that matches the mission
- Set high personal standards for the staff

- Assure that appropriate goals are set that align with the mission and the current priorities. Manage staff to meet these expectations
- Coach, develop and mentor staff, creating collaborative and innovative work teams
- Ensure TEC follows all necessary and proper human resource policies and procedures

#### Budgeting and Finance

- Maintain an effective annual budget cycle from all sources, in particular, ensuring alignment with the Mayor's office on the process.
- Analyze sources of funding and secure grants and investments as appropriate
- Ensure that sound bookkeeping and accounting procedures are followed
- Administer funds according to an approved budget and monitor monthly cash flow

### Preferred Qualifications

- Experience leading and managing an organization where innovation was a main focus.
- Experience working with the public and private sectors, as well as foundations and non-profits.
- Strong collaboration and communications skills
- An understanding of real estate development especially in a town planning context is desirable but not required.
- Demonstrated understanding of researchers, research institutions and community-based opportunities for research is desirable but not required
- Proven people management experience, including performance management
- A Bachelor's degree

### Application Process

The Search Committee will extend the application process with a deadline date of March 31, 2019. Applicants must submit a current resume and a cover letter describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nominations should include the contact information of the nominee.

Applications should be sent to the following address:

Email: [executivesearch@theenterprisectr.org](mailto:executivesearch@theenterprisectr.org)

#### Mailing address:

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 The Enterprise Center  
 1100 Market Street, Suite 500  
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