



**President and Chief Executive Officer
National Alliance for Public Charter Schools
Washington, D.C.**

THE OPPORTUNITY

The National Alliance for Public Charter Schools (NAPCS) seeks a visionary, collaborative, and mission-driven individual to serve as the next leader of an organization committed to ensuring that every child has access to a great public school regardless of their address. Since the founding of NAPCS in 2005, the public charter school sector has grown tremendously, with over 7,800 schools serving 3.7 million students and 206,000 educators, and the discourse around public education has evolved and become increasingly oppositional. The charter school movement has reached an inflection point that requires the organization to take on a deeper role in driving a cross-sector, bipartisan movement to ensure that public charter education continues to positively impact millions of students and educators across the country.

In the nearly two decades since its founding, NAPCS has connected leaders of the charter school movement and been the leading voice for the sector in Washington, D.C., in state capitals and courts around the country, and in the press. From the outset, the organization has been the leader of advocacy at the federal level. It founded a State Leaders Council to create stronger partnerships with state organizations and established an annual National Charter Schools Conference, the largest national gathering of educators, advocates, and leaders in the charter community. That work has expanded since its inception. Today, NAPCS also acts as a strong legal advocate, ensuring that local, state, and federal laws allow students, parents, teachers, and communities to access high-quality charter school options. Its lasting influence is evidenced by its success with both state-level battles – and the growing number of states with charter laws – and at the federal level, with increased federal support for the Charter Schools Program. With the charter school movement facing mounting political pressure, the work of NAPCS has never been more vital.

This leadership transition comes at a time when our politics have grown more polarized, charter school growth has slowed, and many have questioned the efficacy of the nation's public education system. The next leader must understand this context; support allies in envisioning an ambitious, bipartisan, and realistic agenda; and unify a diverse network of stakeholders by serving as a convener and aligner, while also taking a clear stance and leading on behalf of the movement.

NAPCS has experienced notable fundraising success, and the incoming leader must continue that work. Specifically, the next President and CEO will: define and lead a proactive and ambitious national charter agenda; serve as a national public face for the charter school movement; refine an emerging strategic vision for the future and align a high-performing, mission-driven staff; and strengthen and expand external partnerships, including key funding partners. Currently, the work of NAPCS is led by 40 employees and 15 board members, with an operating budget of approximately \$15 million.

NAPCS has retained the national executive search firm Isaacson, Miller to assist with this important search. Inquiries, nominations, and applications may be directed to the search firm, in confidence, as indicated at the end of this document.

THE ORGANIZATION

The National Alliance for Public Charter Schools is a national nonprofit organization committed to advancing the charter school movement and ensuring that every family can choose a well-resourced public school that delivers excellent education to their children. The organization's mission is to lead public education to unprecedented levels of academic achievement while expanding school options for families by fostering a strong charter school movement centered on the commitment that charter schools are free, public schools open to all students.

NAPCS carries out its work through multi-pronged strategies and efforts: federal policy and advocacy, state policy and support, legal advocacy, research and evaluation, and national external relations and communication.

Federal Policy and Advocacy: NAPCS is the leading advocate for charter schools at the federal level. It is the movement's voice in Congress and with the Administration, activating supporters and working aggressively to ensure that the interests of charter schools are well-represented when legislation is crafted and regulations are written.

State Policy and Network Support: States play a crucial role in charter school growth by establishing the legal and regulatory environment in which charter schools operate and fighting for the freedom and funding charter schools need to be successful. The organization's legislative advocacy work supports state-based partners and member associations to cultivate policy environments in which charter schools can flourish. NAPCS also provides deeper strategic support to new and emerging state sectors to ensure they attract quality leaders and assists new groups in implementing strong foundational policy frameworks. NAPCS facilitates collaborative and consultative support across the member associations' leadership and staff through the State Leaders' Council and impactful consultancies on urgent topics where leaders need support.

Legal Advocacy: Charter schools regularly encounter legal threats to their growth and sustainability. While most of these cases are local in nature, they can have a ripple effect, and copycat cases pop up across the country. To counter these threats and prepare for future challenges, NAPCS provides technical assistance, expert analysis on emerging legal issues, and funding for significant legal cases. NAPCS also supports cases that will extend and secure charter school rights and expand opportunities to more students.

Research and Evaluation: NAPCS publishes major reports that highlight and advance progress in its three focus areas: quality, equity, and innovation. The [Data Dashboard](#) provides policymakers, parents, and journalists with comprehensive data and metrics on charter schools, charter student demographics, charter school finance, and charter school management.

National External Relations and Communications: Through publications, digital communications, and earned and paid media campaigns, the communications team promotes accuracy in reporting about charter schools and broadens public understanding of what charter schools are and how they benefit children, families, and communities. NAPCS also elevates the voices of the educators, families, and students who are the movement's best spokespeople. In addition, the annual National Charter Schools Conference serves as the premier forum for the charter school community to convene, learn from one another's experiences, and build a stronger movement.

Collectively, the organization's strategies work to limit threats to charter schools at the federal level and support and sustain effective advocacy at the state level. NAPCS continues its successful work in protecting CSP funding at \$440 million a year despite repeated proposed cuts to the program.

As NAPCS enters its next era of leadership, the incoming President and CEO will build on a history of success by fostering a strong, sustainable, and inspiring charter school movement. To do so successfully, this leader must also identify with and advance the organization's core values:

- **Collaboration**—We work in partnership with charter school leaders, state leaders, advocacy organizations, funders, and other allies and stakeholders to achieve our collective goals.
- **Diversity**—We model what we ask of the movement. Our team includes talented people from a variety of backgrounds, reflecting the diversity of charter schooling, charter families and students, and our coalitions and partners.
- **Quality**—We expect the best work from each other and ourselves and won't settle for anything less.
- **Results**—We make decisions based on evidence and judge our own work by whether it ultimately advances our mission.
- **Sector Leadership**—We seek to lead and serve the charter school movement by deeply understanding opportunities and challenges; listening to, learning with, and supporting a diverse group of allies; and anticipating and responding to the movement's needs.

- **Sense of Urgency**—We are urgent in pursuit of increasing the number – and quality – of excellent charter schools that meet the needs of students, recognizing that, for any given family, there is no time to wait.

THE ROLE OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

The next President and CEO will inherit an organization at an exciting and critical juncture in its evolution. For this next chapter, NAPCS seeks a leader who will center the work first and foremost and demonstrates a strong enough backbone to successfully contend with detractors and critics. The next leader must bring the trust and skills necessary to lead across differences, find common ground, and devise and advance an ambitious agenda. This leader reports to the Board of Directors and manages an experienced executive team of six people: executive vice president of national advocacy; senior vice president of policy, research, and planning; senior vice president of state advocacy and support; senior vice president of communications and marketing; and the chief operating officer. This leader must develop a strong internal team that is trusted to carry out their roles under an expert, guiding hand. The President and CEO oversees a budget of \$15 million and a staff of approximately 40 people.

The President and CEO will address the following opportunities and challenges:

Define and lead a proactive and ambitious national charter agenda.

The state of the charter movement, education reform, and politics is rapidly changing. The incoming leader will align the field around – and lead – a collaborative agenda and message for the organization and the public charter sector overall. This leader will be a savvy navigator of the various priorities and stakeholders within the sector – federal policy, state policy, charter management organizations, single-site schools, state charter associations, education advocacy organizations, and funders, for example – while creating an agenda that transcends political divides and celebrates the diversity within the sector. This agenda should be informed by the work and expertise of sector leaders, including state charter leaders, NAPCS staff and board members, and external partners. The agenda should build upon success around funding for the Charter School Program and accelerate that work to strengthen the sector beyond federal policy. The successful leader will understand that the organization’s work is national in scope but that implementation is often local, led by partners and allies who will execute based on their states and local political contexts, capacities, and opportunities.

Serve as a national public face for the charter school movement.

The President and CEO must bring a track record of success as a public face, as this leader will be a key public figure associated with the charter school movement on the national stage and in the media and will provide the unified messaging needed to support and advance the work of leaders at state and local levels. While this leader must be capable of working in Washington, they must also be connected enough to represent the movement on a national level and understand on-the-ground context in various

geographies. This individual will represent the movement through radio, television, podcasts, and other mediums that promote the goals and mission of charter schools and appropriately disseminate or reframe them in the national context. Importantly, they will raise the profile and amplify the voices of those engaged in this work, particularly by transcending political lines, and will work collaboratively with other stakeholders to develop communication strategies that engage target audiences and drive impact and desired outcomes.

Refine an emerging strategic vision for the future and align a high-performing, mission-driven staff.

The leader of NAPCS will foster a culture of collaboration, continuous improvement, and high performance that leverages staff members' strengths. The team at NAPCS ranges from staff who bring long-standing institutional knowledge to newer staff who are equally committed to the mission. The President and CEO will set forth an organizational vision that encompasses the work of all teams, weaving key organizational goals across all discipline areas. This internal planning will be reflected in the work externally as well, leveraging multiple tools and departments to advance the charter sector. NAPCS has already begun to formulate its next strategic plan, with the idea that this leader will inherit an organization with a strengthened understanding of itself and the sector and will work collaboratively with staff and the Board to shape, refine, and further that nascent vision.

Strengthen and expand external partnerships, including key funding partners.

The President and CEO will serve as the voice of the organization by championing charter schools and liaising with external partners, including funders, policymakers, advocacy organizations, and beyond. The successful leader will be a powerhouse in advocacy and communication and, of particular note, will continue the great work of the outgoing president as a successful fundraiser. The successful leader will maintain and nurture strong relationships with state charter associations, ally with like-minded organizations, and forge partnerships with policymakers, including federal officials and members of Congress, while preserving the organization's trademark strength in bipartisanship.

QUALIFICATIONS AND EXPERIENCE

The National Alliance for Public Charter Schools seeks a thoughtful, entrepreneurial, collaborative, and team-oriented leader to enhance a high-impact organization positioned to achieve ambitious goals for the national charter school movement. While no one candidate will embody every quality, the successful candidate will bring many of the following qualifications, attributes, and experiences:

- Passion and personal commitment to education reform, choice for families, and quality education for public school children;
- Deep knowledge of and familiarity with charter schools and their history, funding, successes, and challenges;

- At least ten years of proven executive–level management and operational experience – in either a non- or for-profit context – which includes ultimate accountability for strategic planning and tactical execution experience, as well as making resource allocation decisions;
- A proven ability to attract, recruit, retain, and develop excellent staff;
- Experience building and working with a Board of Directors;
- Demonstrated commitment to and experience in supporting a diverse staff through effective project and staff management;
- An understanding of the operations and nuances of federal and state public policy, and demonstrated experience effectively advancing a political agenda utilizing grassroots support;
- Experience identifying new sources of funding from foundations, corporations, investors, and/or individual donors, and a successful track record of securing those resources through relationship-building and nurturing;
- A track record of building alliances among diverse stakeholders;
- Impressive and persuasive public speaking and media communications skills;
- Excellent interpersonal skills and high emotional intelligence; and
- The personality, work ethic, and personal integrity to inspire others to perform at a higher level and embrace change.

TO APPLY

NAPCS has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All inquiries, nominations, referrals, and applications (resumes and letters of interest) should be sent via website and in confidence to:

Ericka Miller, President and CEO
Berkley Burke, Managing Associate
Janette Martinez, Senior Associate
Becky Israel, Executive Assistant to the President

[Search Website](#)

The National Alliance for Public Charter Schools is an equal-opportunity employer and is committed to fostering a diverse and multicultural work environment. The National Alliance welcomes and encourages applications from qualified candidates of all backgrounds without regard to race, color, religion, creed, gender, national origin, age, disability, sexual orientation, veteran, or any other category protected by law.