



# LEARNING POLICY INSTITUTE

Research. Action. Impact.

Search for the President and Chief Executive Officer  
Learning Policy Institute

## THE OPPORTUNITY

The [Learning Policy Institute](#) (LPI), a national nonprofit and nonpartisan education research and policy institute, seeks an equity-focused, strategic, and collaborative leader to serve as its next President and Chief Executive Officer (President/CEO). This is an unparalleled opportunity to lead a nationally impactful institute committed to advancing evidence-based policy solutions in support of equitable and empowering learning opportunities for all students.

Since its founding in 2015, LPI's unique mission has been to provide the timely, accessible education research necessary to inform policy decisions and to work with policymakers to incorporate evidence into policy. LPI conducts, translates, and communicates independent, high-quality research to advance evidence-based policies that will improve learning for each and every child. The Institute prioritizes its efforts around four research and policy areas with deep inequities that also present high-level opportunities for policy-driven solutions: early care and education, educator quality, deeper learning and whole child education, and equitable resources and access. LPI is known for its wide-ranging impact and influence across political lines, working with policymakers, researchers, educators, community groups, and additional stakeholders at the local, state, and federal levels and connecting them with the evidence, ideas, and actions needed to strengthen the education system from preschool through college and career readiness.

LPI has developed a positive organizational culture that attracts and retains incredible talent. The Institute draws in equity-driven professionals and comprises 67 talented researchers, educators, policy experts, communicators, and administrators who possess a passion for ensuring that all children receive an empowering and equitable education, especially historically underserved students. The Institute also has 60 senior research fellows representing leading universities and research organizations across the United States and abroad. The President/CEO reports to a governing board of directors that is made up of distinguished leaders in education, civil rights, business, public policy, and philanthropy. The Institute has an annual revenue of approximately \$16 million and is supported by over 35 generous funders who have invested in LPI's work through general operating support, research project support, and additional

funding. In 2022, LPI was the recipient of a substantial [\\$16 million gift from MacKenzie Scott](#) to help it further its mission and impact.

The next President/CEO will lead LPI through a critical period of transition as its founding President and CEO, Dr. Linda Darling-Hammond, moves into a new role as LPI's Chief Knowledge Officer. Under Dr. Darling-Hammond's noteworthy tenure and leadership, LPI has become the influential education research and policy institute it is today, working to achieve equity and excellence in education for all children. In setting LPI's strategic direction for the next several years, the President/CEO must uphold LPI's unique position within the education research and policy landscapes and its steadfast commitment to producing and disseminating nonpartisan research of the highest caliber that is also policy-relevant and timely. In addition, the President/CEO must champion LPI's mission and the importance of evidence-based policies in a dynamic political and educational context; manage external relationships with key stakeholders, including practitioners, partners, and funders; support a talented and diverse staff of professionals; help guide internal enhancements to the organization's systems, processes, and policies to ensure long-term organizational efficiency and sustainability; and commit to advancing equity across all aspects of the Institute.

The right leader for this critical moment in LPI's history will be wholly committed to LPI's mission and will bring the experience and gravitas necessary to lead an institute that works with respected leaders in the education space across research, policy, and practice. The ideal candidate will bring a deep knowledge of education and an equity mindset and will prioritize, first and foremost, preserving LPI's impact and its position as a trusted and valued resource that supports policymakers in bringing about equitable systemic change in education.

LPI has engaged Isaacson, Miller, a national executive search firm, to assist in this important search. Confidential inquiries, nominations, and applications should be directed in confidence to the search firm as indicated at the end of this document.

## **ABOUT THE LEARNING POLICY INSTITUTE**

LPI is a 501(c)(3) nonprofit institute with headquarters in Palo Alto, CA, and an office in Washington, DC. The Institute conducts research, policy, and practice work that is grounded in evidence and science about how children, youth, and adults best learn and thrive. Nonprofit and nonpartisan, LPI partners with a variety of individuals and organizations that share a commitment to its mission and vision for education.

The Institute's work is organized around a core set of values related to the role of education in a well-functioning democracy. This includes, most centrally, a commitment to ensuring equity of opportunity and access to a 21st century education that enables students to be fully prepared for the fast-paced, knowledge-based society they are entering. An additional core belief is that schools in a 21st century democracy should provide the kind of learning opportunities that enable students to become

collaborative problem-solvers and critical thinkers who continue to learn and who want to contribute to the improvement of their community and society.

To achieve its vision of transforming education systems, advancing equity, and helping every young person succeed in and out of school, LPI conducts and communicates research that fosters equity and access to high-quality, empowering education for every child. The Institute's work seeks to achieve its strategic goals in its four major policy focus areas:

- **Early Care and Education:** Assist federal, state, and district policymakers to design and support the implementation of high-quality early childhood education programs accessible to all families and children, particularly those from historically underserved and vulnerable populations.
- **Educator Quality:** Support the federal government, states, districts, and higher education institutions in designing and implementing effective teacher and leader preparation and workforce policies that provide all students with educators who are able to support and advance deeper learning environments and experiences and student health and well-being.
- **Deeper Learning and Whole Child Education:** Reframe federal, state, and local accountability, assessment, and improvement systems so that they encourage schools to support the whole child and ensure that all students have access to deeper learning.
- **Equitable Resources and Access:** Support state and local efforts to allocate resources equitably so that all children have access to high-quality learning and the supports they need to succeed in school and life.

LPI seeks to create an environment in which policymakers, policy influencers, and the public understand, work to advance, and embrace education systems that more effectively and equitably provide the high-quality learning experiences that students need to graduate prepared for college, careers, and civic participation. The organization approaches its work of connecting policies and practices to high-quality research by:

- **Conducting and supporting policy-relevant research.** This includes synthesizing and translating existing research; commissioning new research in high-need areas; analyzing policies, practices, and/or data sets; and performing rapid-response research addressing the pressing issues of the day.
- **Marshaling and disseminating research and evidence in a manner accessible to policymakers and thought leaders.** To this end, LPI produces policy-relevant materials that make issues clear for the general public and policymakers, including policy briefs, reports, surveys, blogs, and op-eds on specific topics.
- **Bringing evidence to bear in policy arenas and conversations at the federal, state, and local levels.** LPI hosts policy briefings, seminars, and other convenings with thought leaders and policymakers in state capitols and in Washington, DC, to highlight recent studies, take up current issues, and respond to pressing policy questions.

- **Making evidence available and accessible to all those working to build a stronger education system.** Specifically, LPI partners with mission-aligned individuals and organizations to ensure that they have access to research and policy ideas that will support and encourage evidence-based policy and practice solutions. Additionally, LPI communicates ideas and information via print, radio, television, and electronic media—highlighting the implications for evidence-based policies.

For more information about LPI, please visit: <https://learningpolicyinstitute.org/about>.

## THE CURRENT MOMENT

Since founding the Learning Policy Institute nearly a decade ago, Dr. Linda Darling-Hammond has focused on turning knowledge into action with the overarching goal of promoting policies that enable every child to learn, think, and thrive. Her work to build this best-in-class organization – including a collaborative staff, engaged board, and productive partners – has resulted in tremendous success and impact at the state and federal levels. Building upon Dr. Darling-Hammond’s notable tenure and LPI’s overall momentum, the incoming President/CEO will have the opportunity to guide the organization on a continued upward trajectory with support from the Institute’s founding leader.

## KEY PRIORITIES FOR THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Reporting to the LPI board of directors, the President/CEO serves as the Institute’s strategic, operational and administrative leader and works to bring vision and promote stability for the entire organization. To effectively lead LPI and build upon its success, the next President/CEO must be aligned with the Institute’s mission and its equity-focused and collaborative culture and environment. They must be a strong leader, flexible thinker, effective relationship builder, politically astute strategist, and an unabashed champion of LPI’s mission and core values. More specifically, the next President/CEO will address the following set of key priorities:

***Build on LPI’s current strategic plan to ensure the organization remains effective and responsive, and that LPI’s founding mission and values remain central to the work***

To ensure LPI’s continued success, the President/CEO will collaborate closely with the board of directors, executive team, and other senior leaders to strategize about LPI’s trajectory, its ongoing priorities, and its vision for the future. In doing so and in keeping with LPI’s strong culture and sense of community, the Institute’s next leader will engage all staff in these conversations and uphold the values that inspire and empower the work and people of LPI. Paramount to these efforts is the organization’s foundational commitment to the generation and dissemination of the highest quality research to support policy solutions in the best interest of all children.

***Cultivate collaborative partnerships to maintain LPI's influential role within the policy ecosystem***

The next President/CEO will be in a nationally influential position as a prominent voice for LPI's values and priorities in education. As the face of the Institute, this individual will champion LPI's mission by amplifying its work and reinforcing its positive reputation and impact across various settings, including scholarly and policy communities. They will also represent the Institute at the highest levels with policymakers, research leaders, funders, practitioners, and collaborators. As such, LPI's next leader will need to be seen as a trusted advisor to various and diverse constituencies and able to excite external stakeholders around the Institute's mission and activities. To navigate these contexts successfully, the next President/CEO will bring exceptional communication and relational skills, a confident presence, and political savviness to effectively build support across the education community.

***Provide leadership and counsel for LPI's research priorities and initiatives***

The next President/CEO will provide expert-level mentorship and guidance across LPI's internal teams to ensure that the Institute's initiatives are effectively supported and advanced and will work with external partners to disseminate research and construct policy implementation strategies. The President/CEO will support the dissemination of high-quality, nonpartisan research and evidence-based policies by attending, contributing to, or facilitating events, meetings, and presentations, and will effectively represent LPI's interests and research with utmost integrity. In this capacity, the President/CEO will consider the political and policy landscape and help determine the appropriate channels and timing for research dissemination that can inform policy design. As the Institute continues to evolve, the President/CEO will ensure that LPI's research and policy initiatives consistently center equity across its products and efforts.

***Enhance internal infrastructure to promote morale, efficiency, and excellence***

As LPI has matured and expanded, it has become increasingly important to assess its organizational processes, procedures, and structure to ensure its continued excellence and impact. The next President/CEO will work closely with the executive team to support the internal functions of the organization and reimagine cross-team systems and processes to ensure effective, transparent decision-making and long-term organizational sustainability. This individual will also promote a culture of collaboration throughout the organization while recognizing and honoring staff expertise.

In addition, the new President/CEO will assess and determine the best organizational structure to support the long-term professional development of staff, and will implement retention practices that promote belonging, job satisfaction, and future goal planning. Lastly, but importantly, the President/CEO will continue to promote equity, diversity, and inclusion internally and support an organizational culture and composition that reflects the population it serves.

### ***Ensure LPI's long-term financial health***

The next President/CEO will thoughtfully monitor LPI's budget, revenue, and expenditures to ensure the Institute's financial sustainability. They will also align their development efforts with the Institute's fundraising goals to ensure the success of fundraising and donor engagement. Additionally, the President/CEO will creatively identify and lead in securing new funding opportunities that align with LPI's mission and vision.

### ***Partner effectively with LPI's board of directors***

The next President/CEO will work closely with the LPI board of directors, all of whom are deeply committed to LPI's mission and to addressing inequities in education. The President/CEO will partner with the board on key governance issues and collaborate effectively with them to determine a unifying set of strategic priorities for the Institute's future. Additionally, the President/CEO and board leadership will work together to identify new prospective board members as well as opportunities for continued engagement among existing members.

## **QUALIFICATIONS AND EXPERIENCE**

The successful candidate will ideally hold an advanced degree in a field that supports LPI's mission and work. They will also possess senior leadership and management experience to effectively lead a team of experienced, committed, and mission-driven professionals. While no individual will possess all qualifications in equal measure, the successful candidate will bring many of the following experiences and values to this important role:

- A deep commitment to LPI's mission and values; unflagging commitment to equity and effectiveness in education;
- Demonstrated success as a senior leader, preferably in a research, policy, education services, or other nonprofit setting;
- Experience in and understanding of education policy and research, with a nuanced understanding of the education landscape in the United States and the different levers available for influencing change;
- Exceptional interpersonal skills and political acumen; experience collaborating effectively across various internal and external stakeholders;
- Demonstrated commitment, attention to, and care for issues of diversity, equity, and inclusion;
- A collaborative and servant leadership style and an appreciation for how best to balance staff autonomy with team goals; successful management, leadership, and supervisory skills;
- Demonstrated commitment to strategic organizational development and operational excellence; experience overseeing budgets and staff;
- Experience building and promoting a high expectations and high-performing workplace culture that values care, respect, transparency, and collaboration;

- An understanding of and demonstrated capability in change management, with the ability to delegate, empower, and build consensus;
- Qualities of honesty, humor, humility, and integrity that foster an environment of trust and empowerment; and
- Superior verbal and written communication skills.

## COMPENSATION

The anticipated salary range for this position is \$375,000-\$450,000 annually. The specific base compensation offered to a candidate may depend on various factors, including, but not limited to, the candidate's experience, special qualifications, and other factors the board may consider in formulating an offer of employment. The board's objective is to attract the ideal leader for LPI.

## LOCATION

LPI has offices in Palo Alto, CA and Washington DC. Location in one of these offices would be ideal. However, the position may be managed remotely with some presence and travel required to LPI's Palo Alto, CA and Washington, DC offices.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

LPI has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. Screening of complete applications will begin immediately and continue until the completion of the search process. All inquiries, nominations, referrals, and applications (resumes and letters of interest) should be sent via website and in confidence to: <https://www.imsearch.com/open-searches/learning-policy-institute/president-and-chief-executive-officer>

Katie Rockman, Ericka Miller, Jaime Morgen, Leslie Lemus, and Maria Connor  
Isaacson, Miller

*LPI is an equal opportunity employer. Candidates of all backgrounds are encouraged to apply.  
Candidates must be up to date on COVID-19 vaccinations in order to work onsite in the office.*