

PassageWorks

Supporting school communities to become places of connection, compassion, equity, and excellence

POSITION ANNOUNCEMENT

ORGANIZATION: PassageWorks Institute
TITLE: Executive Director
REPORTS TO: Board of Directors
LOCATION: Boulder, Colorado

The Opportunity:

PassageWorks is seeking a Transformative Leader for its next Executive Director to build on the successes of the past 18 years, and lead the Institute in meeting the opportunities and challenges in its next phase of growth and development. PWI is looking for a culturally responsive person who has the knowledge, skills, and experience to develop and expand our work in supporting equity and excellence in schools. PassageWorks is a highly collaborative organization with 25 contract [faculty](#), 6 [staff](#), and 7 [board members](#) who share a vision to foster a culture of compassion and respect, and who share a wholehearted commitment to supporting school communities.

About PassageWorks Institute

[PassageWorks Institute](#) (PWI), founded in 2001 by [Rachael Kessler](#), supports K-12 educators and families in creating inclusive school communities that foster creative, compassionate, and empowered young people. We envision a world where young learners develop strong social, emotional, and cross-cultural skills and qualities that help them become conscientious stewards of their communities and the world.

PassageWorks' purpose is to facilitate and support equitable and sustainable change in school communities. Our implementation model and theory of change are based on a transformative learning approach that increases awareness, knowledge, and empathy which in turn begins to shift attitudes, biases, beliefs, and ultimately mental models and mindsets. These changes in mindsets are the foundation of ongoing relationship-based practices and collaboration that create healthy and equitable learning communities.

PWI creates equitable and sustainable impact in school communities in three ways:

- 1.) WHOLE-SCHOOL COMMUNITY TRANSFORMATIVE LEARNING** — via our direct work with multi-year school projects, where we support and empower educators, families, and students with a focus on the school as a “practice/learning community.”
- 2.) CREATING COLLECTIVE IMPACT** — through collaborating with community partners and innovative organizations to create long-term sustainable change in school communities.
- 3.) CHANGING THE NATIONAL/REGIONAL CONVERSATION ABOUT THE FUTURE OF EDUCATION** — by joining with visionary leaders in the U.S. to shift the dialogue on education to help create a learner-centered vision to catalyze a movement to transform — rather than reform— education in America.

The four strands of our approach—**Cultural Responsiveness, Social and Emotional Learning, Mindfulness, and Whole Systems Thinking**—are the foundation of all of our [courses](#) and programs. We see these strands as inter-related capacities and practices that nourish and invigorate the minds, hearts, and bodies of administrators, teachers, students, and parents. Transformative learning is our uncommon approach to professional learning and capacity building. Most professional development in K-12 education has a cognitive focus and has not produced shifts in fundamental attitudes, beliefs, biases or mindsets. **Transformative learning** facilitates a “structural shift” in the learner described by Edmund O’Sullivan below.

“Transformative learning involves experiencing a deep, structural shift in the basic premises of thought, feelings, and actions. It is a shift of consciousness that dramatically and irreversibly alters our way of being in the world. Such a shift involves our understanding of ourselves and our self-locations; our relationships with other humans and with the natural world; our understanding of relations of power in interlocking structures of class, race and gender; our body awareness, our visions of alternative approaches to living; and our sense of possibilities for social justice and peace and personal joy.” (O’Sullivan, 2003, p. 326)

PassageWorks has also been a pioneer in supporting students during critical transition years of their education. PWI offers [curricular resources](#) for each transition in the Kindergarten through high school cycle of schooling including “Newcomer” adolescents who are making the shift to the U.S. from another culture, country and language. In addition, PWI staff and faculty have [published numerous articles and books](#). The Association for Supervision and Curriculum Development (ASCD) published Rachael Kessler’s groundbreaking book, *The Soul of Education* and sent it to over 110,000 school leaders. In 2013, a PassageWorks staff and faculty team wrote *The 5 Dimensions of Engaged Teaching* which was published by Solution Tree Press.

PassageWorks has worked with urban, suburban, and rural school communities in Colorado, California, Vermont, Missouri, Hawaii, and Nebraska. PWI supports school communities to develop leadership capacity, teacher/administrator collaboration, and student and family engagement. These programs work together with curriculum initiatives and policy changes to increase every student’s motivation & sense of belonging and empowerment. We believe that school communities are critical ‘place-based’ hubs of social and economic change in community ecosystems.

Our calling is to work side-by-side with school communities as they grow into vibrant places of learning, through connection, compassion, equity and excellence.

PassageWorks Growth



PassageWorks total revenue in 2017 was \$746,024 and \$773,048 in 2018*.

In 2012 our product/service related revenue was \$30,377, in 2016 it was \$356,694, and in 2017 it was \$436,486. This 15-fold increase in five years was accompanied by an approximate doubling of our expenses. During that period, our product/service related revenue increased from 9% to over 62% of our total revenue.

PWI’s 2018 Annual Report will be available in June 2019. PassageWorks Annual Reports are available [here](#).

*Note: Preliminary 2018 revenue pending financial review.

Responsibilities:

The Executive Director reports to the Board of Directors.

Leadership

Be a leader whose interactions are infused with ethical values, social and emotional intelligence and cultural responsiveness. Choose this approach to leadership emphasizing the importance of every relationship; building trust with stakeholders through sincerity, competence, and reliability; managing conflict with clarity and compassion; and balancing empathy with decisiveness. Practice cultivating presence and reflective learning, and embody and model a commitment to equity.

Board Engagement

Work closely with board leadership to optimize the Board of Directors' connection to the Institute by informing and inspiring board members, and engaging each member's unique experience and abilities to support PWI's mission. Assume responsibility for communicating effectively with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function effectively and to make informed decisions. Create helpful links between the Board, faculty, and staff, and to assist the board in recruiting new members.

Operations and Finance

Assume responsibility for the fiscal integrity of PWI, to include submission to the Board of a proposed annual budget and quarterly financial statements, which accurately reflect the financial condition of the organization. Work closely with the Director of Operations to manage all financial aspects of the organization while operating within the approved budget. Be responsible for fundraising and developing other resources necessary to support PWI's mission. Ensure that the organization has the appropriate structure, people, and processes to effectively execute on goals and meet the needs of the school communities that PWI serves. Communicate financial, operational, and programmatic data with clarity and transparency so that the Board of Directors and staff can readily understand organizational issues and leverage opportunities.

Strategy and Planning

Lead the Institute in co-creating and implementing its vision, strategies, and plans with PWI's board, faculty, and staff. Develop clear models about how PWI creates impact in relationship to its theory of change. Employ practical processes for planning, implementing, and assessing school community programs and projects.

People

Support and nurture PWI's culture of relational trust through collaboration and team building. Encourage positive staff interactions by mentoring and acting as a coach and teacher who empowers colleagues. Communicate decisions with clarity and transparency. Create a community of practice that attracts, retains, and motivates a diverse, extraordinary team of staff and faculty.

Impact and Programs

Work closely with Program Leadership to ensure PWI's programs and projects are aligned with established strategies and priorities contained in PWI's strategic plan. Coordinate with Program Leadership to ensure accountability for success, including that key outcomes are established, measured, and accomplished. Coordinate with Director of Operations to make sure that project budgets are sufficient for successful and timely completion of programs and projects, and that profit margins are sufficient to support PWI overhead.

Community Relations and Development

Ensure that PassageWorks' brand and messaging clearly communicates PWI's mission to school communities, funders, allies and the public. Work closely with Director of Operations to ensure marketing activities effectively communicate the impacts and benefits of PWI's programs and projects. Create and manage a Development Plan that identifies, qualifies, cultivates, solicits, and stewards relationships with foundations and donors in order to raise sufficient donations and grants to adequately support PWI's operating budget. Serve as PWI's ambassador and primary spokesperson to school communities, the media and the general public.

Experience and Qualifications:

The ideal candidate will be a life-long learner, who shares a belief in the value of public education, and who has a personal connection and commitment to equity in schools. In addition, this person will be a hands-on, collaborative leader with strong operations management, project management, and fundraising skills.

Experience:

- 5+ years of experience as leader in nonprofits, NGO's, or businesses with significant experience in education or youth development;
- 3+ years of successful experience in fundraising, grant writing, and development planning;
- Experience working directly, positively, and effectively with people from diverse racial, ethnic, and socioeconomic backgrounds;
- Experience incorporating the perspectives of multiple communities, including communities of color, in the consideration of impacts and outcomes.

Education:

- Master's Degree or equivalent education or career experience

Skills:

- Excellent verbal, interpersonal, and written communication skills; ability to articulate and present PassageWorks' story to foundations, donors, and partners;
- Ability to work with different communication styles, and to present to diverse audiences—specifically racially, ethnically, and socioeconomically diverse communities;
- Knowledge of the history of race, ethnicity, and cultural discrimination in public schools, and systems of oppression, exclusion and marginalization;
- Facility in developing and sustaining collaborations, partnerships, and alliances, and understanding the shared interests and value of those collaborations;
- Skilled in use of a variety of computer software applications and facility with learning new systems including online learning platforms;
- Ability to understand and summarize financial reports and statements;
- Budget management skills including budget preparation, analysis, decision-making and reporting;
- Skilled in surfacing a shared vision and co-creating new strategies and plans with board, faculty, and staff;
- Proven team builder and leader, creating positive and productive work environments, and supporting healthy work/life balance.

Compensation

The salary range for the Executive Director position is: \$70,000 to \$90,000 per year. Benefits include paid holidays, vacation, and sick leave. PassageWorks pays 100% of monthly medical plan premiums for employees.

To Apply

Interested candidates should send an email to Laura Ehmann at lehmann@passageworks.org with the following attachments:

- A letter of interest in the mission of PassageWorks, with your qualifications and experience
 - A resume in PDF or Word format
 - A short bio including what you would like to share personally and professionally
- Please include ***Executive Director Search*** in the subject line of the email

All inquiries and discussions will be strictly confidential.

Applications will be accepted through September 15, 2019

PassageWorks Non-Discrimination Statement and Policy

PassageWorks Institute is committed to the principles of equal opportunity and diversity and to attracting and supporting a staff, faculty, and board who represent the rich diversity of the people of Colorado and the United States. The Institute does not discriminate on the basis of race, religious creed, color, national origin, ancestry, gender, sexual orientation, age, marital status, veteran status, or mental or physical disability. PassageWorks is committed to promoting greater cultural responsiveness through our courses, professional development, consulting, publications, and curricular resources.