

National Academy of Public Administration

President & CEO

Washington, DC

National Academy of Public Administration

President & CEO
Washington, DC

About the National Academy of Public Administration

The National Academy of Public Administration (“NAPA” or “the Academy”) is the pre-eminent authority providing expert advice to government leaders in building and managing more effective, efficient, equitable, accountable, and transparent organizations. The Academy is an independent, non-profit, and non-partisan organization established in 1967, and chartered by Congress in 1984, to advance government practices by supporting agencies to tackle specific challenges they face. The Academy advances the field of public administration through its thought leadership, research studies, and projects focused on driving practical and actionable change.

The Academy’s vision is a just, fair, and inclusive government that strengthens communities and protects democracy. The Academy’s goal is to build trust in government and help agencies and public administrators deliver at the highest levels for all citizens. At the core of the Academy’s pursuit of this vision is its Fellows program – its most distinctive feature and primary vehicle for addressing current and emerging issues in public administration. The 1,000+ Fellows include public managers, scholars, business executives, and labor leaders, as well as current and former cabinet officers, Members of Congress, governors, mayors, town and county officials, state legislators, and diplomats. Fellows provide independent thought leadership, in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and stakeholder engagement.

The work of the Fellows, and the broader work of NAPA, includes:

- **Funded Studies**
 - The Academy conducts evidence-based studies, primarily as requested and contracted by federal agencies, to inform and improve public administration and governance practices, covering a broad range of topics including Diversity, Equity, Inclusion, & Belonging (DEIB), the intersection of science and governance, strengthening intergovernmental coordination, and supporting oversight.
 - To view the full library of studies, please visit <https://napawash.org/studies>.

- **Events, Standing Panels, & Working Groups**
 - The Academy hosts events, including webinars and conferences, focused on key issues in public administration.
 - The Academy also convenes thought leaders around six specific areas in public administration through its Standing Panels. These panels meet regularly to focus on specific issues and produce thought leadership.
 - To view the full list of Standing Panels and Working Groups, please visit <https://napawash.org/standing-panels-working-groups>.
- **Strategic Initiatives**
 - The Academy focuses on incubating ideas and practices for the field of public administration through its strategic initiatives. This work includes:
 - **Center for Intergovernmental Partnerships:** Established in September 2021, in recognition that no significant public problem fits entirely within one government agency or even one level of government, the Center for Intergovernmental Partnerships (“Center” or “CIP”) helps identify intergovernmental gaps and serves as a forum for dialogue and problem-solving on those issues across local, state, tribal, territorial, and federal levels of government.
 - **Agile Government Center:** The Agile Government Center serves as the hub of a network that brings together governments, non-profits, foundations, academic institutions, and private sector partners to assist in developing and disseminating agile government principles and case studies of agile policies and programs.
 - **Grand Challenges of Public Administration:** Over the course of 2017, the Academy hosted a series of ‘Governing Across the Divide’ interactive summits across the country. The result of those summits was the launch of the ‘[Grand Challenges of Public Administration](#)’ campaign – which started in 2018 and identified the biggest anticipated challenges for government in the 2020s. The Academy’s vision for the Grand Challenges is to utilize them as an agenda for the entire field of public administration – they do not solely belong to the Academy. The Grand Challenges are focused on protecting and advancing democracy, strengthening social and economic development, ensuring environmental sustainability, and managing technological changes.

A Critical Time for Public Administration & NAPA

Soon after the launch of the Grand Challenges, the global COVID pandemic drastically altered expectations of how issues of equity, public health, and governance should be addressed. The intersecting threads of the COVID pandemic and recovery, conversations about racial and social equity, growing partisanship and mistrust in government, and the upcoming 250th birthday of

the United States, have presented a unique landscape for the Academy, underscoring the importance of its work as more critical than ever.

While these challenges tested, and continue to test, the field of public administration, they also created an opportunity for NAPA to re-examine its goals and progress. To address new and pertinent concerns within the field, the Academy expanded its work to develop new “post-pandemic” public administration practices and processes that reflect lessons learned from pandemic recovery and renewed their focus on social equity.

In recent years, the Academy has made great progress in many areas—strengthening internal operations; building its financial position; fostering equity across all levels of the organization; growing its presence and visibility through digital media, Fellow engagement, and the twelve Grand Challenges; improving infrastructure; and more. This progress has placed the Academy on strong footing and has positioned NAPA for more external engagement in its next chapter, with a goal of ultimately expanding its impact.

Looking Ahead & Advancing Progress

In a rapidly and continually evolving field, NAPA created its [2022-2027 Strategic Plan](#) in order to set up the Academy to adapt and evolve for the future. The Strategic Plan transitioned the Academy’s focus from internal operational improvements to external growth and a continued focus on equitable solutions to the Grand Challenges.

The Academy has identified five Strategic Goals within its Strategic Plan. With the Strategic Goals as guidance for the organization, the Academy will continue to be an essential resource for the Federal government and will:

- Commit to addressing equity in governance; incorporating and modeling social equity practices in all its own work, fostering inclusivity, and advancing diversity across the Fellowship.
- Maintain an interactive and engaging environment where Fellows can collaborate on public administration and governance challenges that motivate their active, substantive, and sustained participation.
- Promote collaborative intergovernmental and multi-sector partnerships that further governance in action and build administrative capacity by generating thoughtful, original content recognized for its excellence and reliability.
- Produce solutions-focused research and studies that help address the nation’s governance and management challenges while advancing public administration as a field.
- Ensure it has the internal structure, resources, staff, and financial capacity to promote the field of public administration across all levels of government and disciplines.

Learn more about the Academy and its work at www.NAPAwash.org.

The Opportunity

In the months ahead, NAPA will welcome its next leader as part of a planned succession to current President & CEO Terry Gerton, who has successfully led the Academy for eight years. The next President & CEO will officially take the helm in January 2025.

The President & CEO role is a rare opportunity to lead a one-of-a-kind, storied, congressionally chartered, and mission-focused organization and guide it in its next chapter of impact. To that end, the Academy is seeking an experienced, strategic, and mission-driven executive to lead the organization at a critical time for government and public administration.

The President & CEO will work across boundaries – partnering with government, policymakers, academics, and practitioners in service of the American people. They will work in partnership with the Board, Fellows, staff, and other key partners to develop a strategic approach to achieve the organization’s goals of impact and advance its mission. A key aspect of this role will be embracing and executing on the [2022-2027 Strategic Plan](#); evolving it as needed over time to ensure continued relevance and maximum impact.

Building on the momentum of the past few years, the next President & CEO will step in at a time when the Academy is well positioned for its next chapter, with a strong and dedicated staff and solid financial footing.

The President & CEO will be tasked with continuing NAPA’s long history of bipartisan coalition building and positioning the Academy as a trusted resource in an increasingly challenging environment.

Reporting to the Chair of the Board of Directors, the President & CEO will lead a dedicated team of 39, including eight direct reports (Director of Fellow Engagement; Director of HR & Administration; Director of Academy Studies; CFO; Director of Strategic Initiatives & International Programs; Director of IT & Facilities; General Counsel; and Director of Development & Philanthropy).

While the Academy’s staff operates largely in a remote environment, the President & CEO role is based at NAPA’s headquarters in Washington, DC.

Key responsibilities of the President & CEO include, but are not limited to:

Visionary & Strategic Leadership

- Lead overall strategic, operational, financial, and managerial responsibility for NAPA, including oversight of a ~\$7.5M annual operating budget.
- Develop a strong partnership with the Board, Fellows, staff, and external constituents.
- In collaboration with the Board, shape a compelling vision for the organization's future.
- Build coalitions with academics, practitioners, policymakers, and other NAPA stakeholders in pursuit of the Academy's mission.
- Identify and execute new and creative ways to actively and thoughtfully engage and energize the Academy's Fellows.
- Serve as a thought leader within the fields of public administration and governance; stay abreast of current and emerging trends in the field.
- Create and maintain systems for evaluating NAPA's work and impact.
- Develop innovative and strategic uses of technology throughout the Academy.

People & Operational Leadership

- Cultivate a strong culture of trust, high performance, and continuous learning within the organization.
- Champion diversity, equity, inclusion, and belonging, both internally and externally.
- Ensure that operations, including organizational structure, budget, and workflows are clearly aligned in order to enable the efficient delivery of outcomes.
- Create the necessary conditions to make NAPA a destination for top talent from a diverse range of backgrounds.
- Ensure that organizational and financial resources are effectively and efficiently utilized and deployed in service of NAPA's mission.

External Relations, Revenue Generation, & Fundraising

- Serve as the external face of NAPA, strengthening its brand and enhancing its role as a thought leader and the go-to resource within public administration, while effectively communicating and partnering with a broad range of constituents, including potential clients and funders.
- Develop and maintain strong relationships with Congress and Federal agencies; maintain and build upon existing federal contracts and management studies.
- Lead the overall financial strategy of NAPA, focused on cultivating, sustaining, and diversifying earned revenue streams—including securing contracts at the federal, state, and local levels as well as expanding partnerships with other entities focused on public administration.
- Grow philanthropic funding in support of the Academy's recently launched Endowment campaign.
- Identify and cultivate additional methods to diversify funding in pursuit of a sustainable financial model.

Candidate Profile

While it is understood that no candidate will offer every desired skill, quality, and characteristic, the following offers a detailed, aspirational view of the ideal candidate profile:

A Strategic & Visionary Leader and Builder

This leader will:

- Be a strategic thinker with the ability to develop a clear vision for the future of NAPA and the public administration field, and an ability to inspire and mobilize stakeholders to work together in pursuit of this shared vision.
- Demonstrate a strong ability to lead strategic planning and to effectively align resources in pursuit of organizational goals and strategic priorities.
- Be able to identify future issues and trends in the field of public administration and identify how NAPA can play an impactful role in addressing them.
- Approach their work with a growth mindset and clear goal-orientation – constantly evaluating projects and initiatives for their success, effectiveness, and impact.
- Be a proven leader, with a track record of driving organizational growth and impact.

An Inclusive & Collaborative Leader and Exceptional Relationship & Coalition Builder

This leader will:

- Excel at building relationships across a range of stakeholders, communities, and levels of government.
- Enjoy the external aspects of the role, serving as the ‘face’ of and primary ambassador for the Academy with the ability to authentically, credibly, and enthusiastically convey the importance of NAPA’s work to policymakers, funders, the media, and other constituents.
- Have the ability to build strong and trust-based relationships with Fellows, and to harness the energy of the Fellowship in meaningful ways.
- Be able to thoughtfully imagine and facilitate the role that NAPA can play in shaping non-partisan conversations on the future of governance and public administration.
- Be a systems thinker who can leverage the power of networks and build strong coalitions.
- Bring a deep commitment to promoting diversity, equity, inclusion, and belonging both internally, with staff and Fellows, and with the wider public administration community.
- Be naturally and instinctively collaborative; a leader who can bring diverse groups together around a common agenda.

A Mission-Driven Leader with a Demonstrated Track Record of Fundraising and Business Development

This leader will:

- Be an effective communicator and visible leader for the Academy, with an ability to elevate the brand and profile of the organization.
- Bring a creative approach to diversify funding streams and earned revenue through expanding federal, state, and local contracting opportunities, cultivating philanthropic partners, and beyond.
- Have the ability to position NAPA as a go-to thought leader in the public administration field.
- Be able to convey complex issues to a variety of audiences – including policymakers, funders, staff, Fellows, and the public.
- Have the ability to successfully convey mission and impact to external audiences in the interest of driving fundraising and generating new sources of revenue.
- Possess a knowledge of the key relationships, organizations, and entities that NAPA engages with on a federal level.

A Strong Manager & Operator with a Business Orientation

This leader will:

- Have a strong business acumen and a proven track record in organizational leadership.
- Be experienced in financial management, with an ability to lead financial planning, budgeting, and resource allocation to ensure long-term fiscal sustainability.
- Be an inspiring, empathetic, approachable, empowering, and inclusive leader with an adept ability to lead through periods of change.
- Be able to effectively lead and engage geographically dispersed teams – including staff and Fellows.
- Be a resourceful and collaborative leader with a willingness to be a ‘doer.’

A Highly Credible Leader with a Commitment to Public Service and the Ability to work with Diverse Constituencies

This leader will:

- Bring the skillset necessary to navigate an increasingly polarized political environment and maintain the independent, non-partisan status of the Academy.
- Hold a deep belief in just, fair, and inclusive government that strengthens communities and protects democracy.
- Possess political acumen and diplomacy skills, with an ability to productively engage with stakeholders across all levels of government and the entire political spectrum.
- Have a diverse set of leadership skills and the humility and willingness to leverage others’ expertise when needed.
- Be an individual of unquestioned integrity, ethics, and values — someone who can be trusted without reservation.

+++++

Core Values

NAPA's core values include:

- **Excellence:** The Academy provides excellent service and solutions through the unique breadth of expertise and experience contributed by its Fellows and professional staff, who represent the best in existing and emerging leadership in the field of public administration.
- **Independence:** The Academy's work and recommendations are always evidence-driven, unbiased, and non-partisan.
- **Integrity:** The Academy adheres to the highest standard of ethical conduct, internally and externally.
- **Innovation:** The Academy leverages the expertise of its Fellows and staff with cutting-edge technology, tools, and methods to think creatively about challenges in public administration and to deliver innovative and effective solutions.
- **Inclusion:** The Academy is strongly committed to diversity, equity, inclusion, and belonging in its internal operations, its Fellowship, and its client work. In its studies and reports, the Academy supports public administration practices and solutions that recognize and address the needs of all communities.

The National Academy of Public Administration is an equal opportunity employer and strongly encourages expressions of interest from people of color, persons with disabilities, women and LGBTQ+ applicants.

Compensation & Benefits

Compensation is competitive and commensurate with experience. The compensation for this role is expected to range from \$350,000-\$450,000, with a comprehensive benefits package.

Contact

Koya Partners has been exclusively retained for this engagement, which is being led by Cheryl Stevens and Claire Hunt. Express interest in this role by [filling out our Talent Profile](#) or emailing the search team directly at napa_ceo@koyapartners.com. All inquiries and discussions are strictly confidential.

Koya Partners | Diversified Search Group is committed to providing reasonable accommodation to individuals living with disabilities. If you are a qualified individual living with a disability and need assistance expressing interest online, please email NonprofitSearchOps@divsearch.com. If you are selected for an interview, you will receive additional information regarding how to request an accommodation for the interview process.

About Koya Partners | Diversified Search Group

Koya Partners, a Diversified Search Group company, is the nation's premier search firm dedicated to mission-driven leadership. Since its founding in 2004, Koya has had an exclusive focus on mission-driven clients and was founded on the belief that the right leader can transform an organization and have a deep and measurable impact on our world. Koya works with nonprofits & NGOs, responsible businesses, and social enterprises in local communities and around the world.

Diversified Search Group is consistently recognized by Forbes on its top 10 list of "America's Best Executive Recruiting Firms" and is an industry leader in recruiting transformational leaders for a changing world. The firm is deliberately different in its approach, with best-in-class teams who have decades of experience in cultivating inclusive leaders, understanding the dimensions of diversity, and building equitable teams.

Learn more about Koya Partners | Diversified Search Group via the [firm's website](#).