



Chief Postsecondary Impact Officer (CPIO)

ABOUT TENNESSEE SCORE

[Tennessee SCORE](#) (SCORE) is a non-partisan, nonprofit organization that works with state and local government, education, business, and philanthropic leaders to advance educational outcomes for Tennessee’s students. In its 12 years, SCORE has had an outsized impact in the K-12 landscape for Tennesseans, garnering the attention and respect of policy makers and K-12 leaders across the state and around the nation for improving educational outcomes and reducing inequity in the state’s K-12 education system. In recent years, and with the support of a robust network of partners, SCORE has expanded its reach to postsecondary education, with the organization engaging deeply to pilot innovative efforts, advance new policies, and prioritize education funding. The postsecondary landscape is different than the K-12 space, but the organization’s mission remains consistent as the next Chief Postsecondary Impact Officer (CPIO) leads SCORE’s higher education reform efforts—driving innovation and the reinvention of postsecondary education in Tennessee to ensure far more Tennessee students are completing with a credential or degree that leads to economic mobility. Representative examples of SCORE’s postsecondary findings and recommendations can be seen [here](#), [here](#), and [here](#).

ABOUT THE CHIEF POSTSECONDARY IMPACT OFFICER (CPIO)

The next CPIO will be an organizational leader who develops and executes a strategy that results in greater postsecondary student success, particularly the completion of credentials or degrees that translate to economic mobility. While Tennessee has received considerable attention for its postsecondary work to date (i.e. the Complete College Act, Tennessee Promise, Tennessee Reconnect, and the FOCUS Act), the state’s outcomes are lagging on [student access, persistence, and in their alignment to workforce needs](#); nowhere is this challenge more pronounced than in the transition that students make to and through the state’s community colleges and technical institutions. Despite completion rates increasing by 10 percentage points over the past five years, less than one-third of community college students are completing within three years.

There is a unique near-term opportunity to drive significant change in the community college and workforce pathways space over the next two to three years. SCORE anticipates significant new investment in this area, as it aligns with priorities of state and national leaders as well as those of SCORE’s advocacy, philanthropic, and business community partners.

The moment is now to drive toward assertive and innovative change in postsecondary access, persistence, and success in Tennessee. Specifically, SCORE is focused on doubling the community college completion rate for Black and Latino students and doubling the number of new high school graduates who earn associate degrees in three years or bachelor's degrees in six years.

APPROACH AND OPPORTUNITIES

The next CPIO will have the ongoing responsibility for leading SCORE's efforts in the postsecondary space. The activities below are intentionally concrete yet not restrictive in terms of how the CPIO can bring SCORE's mission to life across the state:

- The CPIO will seek out new ideas and permutations of previously considered approaches with an entrepreneurial spirit. The successful candidate will possess an orientation that a well-considered, yet failed effort is a worthy attempt because more of the same approaches is unlikely to provide Tennessee's students the educational experience that translates to economic mobility. That said, a CPIO who identifies practices and policies that have aided community college and technical institution students in other states or geographies, and urges their thoughtful incorporation in Tennessee institutions, would be a great advantage. A CPIO who brings direct prior experience leading the implementation of successful practices or policies would be promising.
- Shining attention on the success of effective programs, regardless of how non-traditional they are, will be a core component of the CPIO's work. The next CPIO will network with decision makers and others in the postsecondary education ecosystem to influence the widespread adoption of practices and policies that increase student retention and certificate or degree completion.
- The CPIO will be a thinker, connector, persuader, and influencer, with a gift for creating and implementing positive change. Success in the CPIO role will entail launching pilots and new programs in institutions as well as documenting their success and heralding that success in ways that encourage more institutional leaders to implement the practices in their communities.
- The CPIO will appreciate the value of data, its role in demonstrating the effectiveness in programs and policies, and the reality that for some stakeholders a compelling narrative account will be the essential complement to a data-rich record of program success.
- While SCORE's reputation and array of partners and supporters will be material assets for the CPIO, this leader will bring a continuous commitment to building relationships across Tennessee's institutions that will foster the adoption of promising and proven approaches to postsecondary student success.

- The sky is the limit in Tennessee and with SCORE. When the CPIO can make a compelling case to move forward with a practice or strategy to improve student outcomes, regardless of the effort's unconventional nature, the CPIO will have a committed and highly respected team behind them. The CPIO will also have a network of funders and leaders in the postsecondary space ready to contribute their expertise and support.

TENNESSEE SCORE LEADERSHIP

The opportunity to work collaboratively with a brilliant, knowledgeable, and passionate group of 26 SCORE colleagues will be attractive to the right candidate. SCORE is a highly collaborative organization where discussion around issues, policies, practices, and the political implications of decisions are taken seriously. SCORE's standing with state and national funders is secure and growing. With an annual operating budget of \$10 million and a forecast for the budget to grow by up to 50 percent in the next year, the CPIO is positioned to focus on the practices and partnerships that will improve the educational outcomes of Tennessee's community college and technical college students.

While the CPIO will guide the vision and strategy for SCORE's postsecondary work, it is important to emphasize again the truly collaborative culture SCORE has built with intentionality and care. The CPIO can expect to contribute routinely to idea creation and vetting sessions that span SCORE's mission, kindergarten to career. Responsibility is shared across the senior leadership team and each voice and perspective is valued. Additionally, SCORE promotes a culture wherein the time investment of senior leaders like the CPIO in the professional growth of earlier-career colleagues is expected and should be understood as a component of SCORE's ongoing success. SCORE is a destination of choice for professionals who have chosen to commit their professional selves to the bettering of educational opportunities in Tennessee. Likewise, SCORE's alums have a robust and growing impact in their organizations and in the world.

David Mansouri serves as SCORE's President and CEO. He sets the strategic vision for SCORE, guides SCORE's leadership team, and builds and strengthens SCORE's partnerships with leaders in education in Tennessee and across the nation. Over the last decade of work in education, David has served as SCORE's director of advocacy and communications and executive vice president. Before joining the organization, David worked in political consulting and public relations, providing clients and candidates with campaign and communications strategy and issue advocacy support. In addition to his work at SCORE, David serves on the board of directors of the Policy Innovators in Education (PIE) Network and the Memphis Education Fund. He is currently a fellow in the Pahara-Aspen Education Fellowship, a network of diverse leaders who are reimagining America's public schools.

Sharon Roberts serves as the Chief K-12 Impact Officer. Sharon leverages deep expertise, experience, and credibility in K-12 to provide thought leadership across teams and activate key relationships in the field to drive impact in Tennessee. Prior to joining SCORE in 2012, Sharon served as Director of the Lebanon

Special School District. She began her career in education as a special education teacher in the Grainger County School System and worked for more than 21 years in the Knox County School System where she served as a special education teacher, middle school science and reading teacher, instructional coach, principal, Assistant Superintendent for Supplementary Student Services, and Assistant Superintendent for Administrative Services. While the CPIO's work differs somewhat from the Chief K-12 Impact Officer's efforts, it will be encouraging to know that this model has been highly successful and adaptive over time.

Mary Cypress Metz is SCORE's Vice President of Strategy. She leads thinking on SCORE's long-term strategy and executes against the organization's strategic plan, advancing evidence-based policy reforms and bringing data-driven and research-backed innovation to and through Tennessee. Mary Cypress joined SCORE in 2012 and has served in a variety of roles across SCORE's work, including chief of staff, outreach, and communications. Before joining SCORE, Mary Cypress taught seventh-grade math as a Teach For America corps member in Nashville. Mary Cypress serves on the board of Intrepid College Prep, a public charter school in Nashville, and serves on the steering committee of the Tennessee Educational Equity Coalition.

SCORE is governed by its [Board of Directors](#), composed of Tennessee's leading business and philanthropic leaders committed to preparing the state's students for the global marketplace. The Board's stature and influence across the state are important resources the CPIO will benefit from and help to steward with care. SCORE also collaborates with an Advisory Council of leaders that span the kindergarten through career continuum; the group convenes several times each year for two-way communication, engagement on important topics, and advocacy alignment and with working groups who bring expertise and experience to advance targeted objectives.

ROLE OF THE CPIO AND PRIORITY ATTRIBUTES

The next CPIO will be a passionate advocate for educational opportunity, equity, and the impact of quality educational systems that meaningfully equip credential and degree holders for careers that allow for economic independence. The ability to persuade and influence leaders of higher education institutions and related stakeholders will be essential for success in the role. Raising funds to support SCORE's mission is not a central component of the CPIO role.

Additionally, the CPIO will have many of the following attributes:

- A high level of emotional intelligence and the ability to motivate, persuade, and influence a dynamic and diverse set of leaders and stakeholders;

- Ability to bring a systems-level mindset and lead statewide change efforts focused on technical and community college level reform; this leader must be ready and committed to engage on this specific work;
- A strategic and innovative approach with a strong inclination toward collaboration;
- The mindset of an entrepreneur more than a conventional professional who seeks improvement within existing systems; strength of conviction around trying new approaches will be important;
- Comfort and confidence in addressing ineffective policies and approaches with partners and leaders across Tennessee; a willingness to identify unfavorable outcomes directly yet in ways that elevate thinking and commitment rather than deteriorate relationships;
- The desire and leadership style to lead from the front at times to show stakeholders what is possible and at other times lead from behind and bring people together in a meaningful way;
- A preternatural ability to find the optimal balance between urgency and patience; the CPIO must be prepared to focus on a few main areas of potential impact when many promising areas exist;
- The ability to articulate an aspirational and compelling vision for postsecondary change focused on student success; sense of urgency is paramount;
- A defined theory of change about what interventions, approaches, and designs are needed to achieve greater postsecondary completion and workforce preparedness, particularly as it relates to students of color and economically disadvantaged students at open-access institutions;
- Credibility and trust-building capacities with a variety of constituents, including policymakers, governing bodies, system leaders, institution and campus leaders, and the business community;
- Knowledge about and facility in how to drive postsecondary institutions to both better align with workforce and business needs and to reimagine and strengthen transfer pathways;
- Substantial energy and stamina as an idea generator with the confidence and vulnerability to push the envelope, take a stand, and be thoughtful about the work; and,
- A proven track record of promoting progress and change within the postsecondary landscape.

Tennessee has been making tremendous strides as a leader in establishing strong and student-centered policy in education, yet data-driven, transformational, institutional, and system-level change is urgently needed at many of Tennessee's technical and community colleges. The CPIO will be on the very forefront of policy and practice changes and central in relationships of consequence across Tennessee's decision-making bodies. Tennessee SCORE has the means and the will to leverage the current unique opportunity to make an enduring impact on Tennessee's postsecondary landscape in both policy and practice at a systemic, statewide level with a particular focus on credentialing, two-year degrees, transfer pathways, and workforce alignment.

COMMITMENT TO DIVERSITY & INCLUSION

SCORE is committed to creating a workplace where all team members bring their whole selves to work and thrive both personally and professionally. The SCORE team deeply values collaboration, optimism, excellence, and innovation in its student-centered work and in how the team works together and supports each other as a unit. SCORE also believes that it is important for the team to reflect the rich diversity of students in Tennessee, and that we intentionally create space for diverse viewpoints to meaningfully contribute to the work.

For best consideration, please send all nominations and applications to:



Jim Sirianni, Managing Director
Sara Swisher-Anderson, Senior Associate
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SCORE is an equal opportunity employer. Applicants are considered for all roles without regard to race, color, religion, gender, pregnancy, national origin, ancestry, age, marital status, veteran status, disability, sexual orientation, genetic information, or any other legally protected characteristic or status.