

offer

PROMISE TO CANDIDATES

1: WE PROMISE AN EQUITABLE PROCESS

- When we lead executive searches, we post roles publicly.
- When you need accommodations, just let us know.
- When you apply, we will review your application and give you fair consideration.
- When you submit a thought exercise at our request, you will be compensated.
- When you are invited to interviews, you will get the questions in advance.

2: WE PROMISE TO VALUE YOUR TIME

- Know the salary range for the role, *before* you apply.
- Learn about the role from the opportunity description & FAQ, *before* you apply.
- Know the status of your candidacy, whether you advance or not.
- Finalists can check the organization's references before an offer is extended.

Frequently Asked Questions (FAQs)

Deciding to apply for any position is an investment of your time and energy. Out of respect for your time, the Selection Committee co-wrote these FAQs with Offor to give you as much insight into the opportunity as possible. We hope this detail will help you decide if exploring this opportunity feels right to you. If we mutually agree to move forward to the finalist stage, you will have time to engage deeply with the Selection Committee and staff to ask all of your remaining questions.

We will update this FAQ document with questions and responses throughout the search process. New content will be added in **red** with an asterisk.

If you have a question not covered in the opportunity description, this FAQ, or the podcast, submit your question [here](#). If your question is best suited for a confidential conversation, schedule a time to connect with **Search Lead, Regina Dyer, [here](#)**.

Podcast	A podcast conversation with EdREports' Board Members Dana Nerenberg and Alex Siegel, and Offor's Search Lead, Regina Dyer HERE .
Application Deadline	Monday, January 26, 2026
Application	APPLY HERE This application includes general and substantive short-answer questions, and a first-round video interview. The application process should take approximately 2-4 hours to complete.
Important Tips	<ul style="list-style-type: none">After the deadline, you will receive key dates related to the interview process to support your planning.Complete your written application portion draft in a word processing platform first and edit for clarity. Save this.Use a tool like Grammarly to review and refine your writing.No matter what you do, do not submit your first draft. Read this.

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- The Role**

Learn what the requirements are, what success looks like, some of the “unwritten rules,” who your supervisor would be, and what the non-negotiables are.

- The Team & Organization**

Learn about some of the background that you can’t find on the website or publicly, such as the organization’s approach to diversity, onboarding, and team exits.

What is the search timeline?

- **Mid-February:** A small number of candidates are selected to advance to a virtual interview.
- **Early March:** Interviews will take place.
- **Mid-March:** Pre-offer/offer stage. 1-2 top finalists will engage in mutual co-referencing with the Selection Committee which will include an in person meeting with various EdReports stakeholders. EdReports checks six references for each finalist, though we may request more.
- **Late March:** Offer extended.
- **Spring 2026:** Start date (flexible).

Work Hours: At EdReports, we consider a work week to be 40 hours, encourage a flexible work schedule that accommodates professional and personal needs, and expect that employees are available for collaborative working spaces. If an employee expects to be absent, they must notify their supervisor as far ahead of time as possible and no later than the start of the workday or shift for which they will be absent unless impossible.

Salary Range. \$325,000 - \$350,000 plus benefits

Travel: Approximately **25%** of the CEO's time will include travel.

Relocation: This is a fully remote position and does not require relocation.

Team & Leave Policies:

- [Organizational Chart](#)
- [Benefits](#)
- [Talent & Culture Philosophy](#)
- [Discretionary Time Off \(DTO\) Policy](#)

What will the incoming CEO need to accomplish in their first three years? Offor interviewed key stakeholders associated with EdReports in November 2025. This is what was shared:

- **Lead the implementation of an innovative strategic plan that affirms EdReports' position as a market leader in shaping the future of instructional materials.**

"There's a strategic plan that the next CEO is walking into. The plan has some things that are proposed and seem attractive to funders that would be tied to grants, and we have a number of multi-year grants, so there are also grant deliverables that this person will inherit. But the way the product operating model works, is that there's going to be a

fairly sizable chunk of the work that is determining a problem then figuring out how to solve it. I think there's going to be a lot of room for this person to bring both their expertise and their desire around the work and their vision to life. So the next CEO needs to be somebody who can manage the idea that they have to finish up some work in motion, but then hopefully there's a structure that will support the kind of new work that they want to do."

"I think the next CEO is going to have to very clearly establish a roadmap, and provide clear wins in terms of engagement with the field, with signals from the field of buying into the roadmap... So starting to show engagement and buy-in into a strategic plan, or at least the first draft of a plan, to build to a more formal one long term."

- **Develop a sustainable, diversified revenue model that funds EdReports' ambitious strategic direction.**

"I think the CEO's job is 'Fundraiser in Chief'. I would expect the next CEO to really need to lock in funding. We need confidence in our sustainability that includes sufficient funding for innovation. That's one enormous bucket."

"[The incoming CEO will need to] build a revenue model that's sustainable for the organization and can fully fund the work, which has not happened; we're always problem-solving on that side. Additionally, diversification of the revenue model, so that, from a philanthropy perspective, we're expanding beyond those five anchor funders. Experimenting with whether it's corporate giving or individual giving or even earned revenue is a huge missed opportunity, and I think an immediate priority for the incoming CEO."

- **Build an increasingly strong and adaptive work culture—grounded in trust, transparency, educator voice, and EdReports' core values—that strengthens alignment and enables the organization to navigate change effectively.**

"We've had multiple reorganizations and restructures that have led to a lot of frustration with our executive team and their decisions. Staff are eager for steady leadership that listens intentionally, communicates clearly, and builds trust through consistency and follow-through. The next CEO has a powerful opportunity to continue the work of trust-building, alignment, and renewed clarity."

"EdReports operates across multiple teams and offices, and historically, this has led to siloed work and shifting priorities. Staff have expressed a desire for stronger cross-team alignment and shared goals. The next CEO will have a valuable opportunity to foster greater cohesion, clarity, and collaboration—building systems that support a unified strategy and empower teams to work together toward common outcomes."

What are the unwritten rules and non-negotiables for success in this role? Offor interviewed key stakeholders associated with EdReports in November 2025. This is what was shared:

- **Success depends on one's ability to navigate ambiguity, take initiative without direction, and independently project manage their work.**

“You've got to have really good project management yourself. It doesn't matter if you have a project manager; you have to be able to manage your workflow like a project manager, because we don't have a lot of support there. You have to have an ability to deal with a lot of ambiguity in an optimistic way... If you are a person who cannot deal with ambiguity, you're not going to be successful.”

“We're perceived to be slow and change averse, and there's truth in that, and there is strong energy and enthusiasm across the organization for visionary leadership and bold, forward-looking ideas, so don't hold back if you have an idea. If you see something that could be better, just move.”

- **There are evolving growth and development pathways as the organization scales.**

“In the past, relationship-building has shaped visibility and career progression. As we evolve, we're building toward structural approaches that intentionally pair those relational strengths with transparent, performance-based development pathways ensuring equitable access to leadership and growth opportunities across the organization.”

“We've always been a relationship-driven organization, where connection and trust really matter to how people feel seen and supported. At the same time, team members are looking for greater clarity around how growth and development align with their contributions and impact. We're making progress toward more transparent and equitable growth opportunities, and the next CEO has a real opportunity to continue building a culture where everyone can show up as their full self and thrive.”

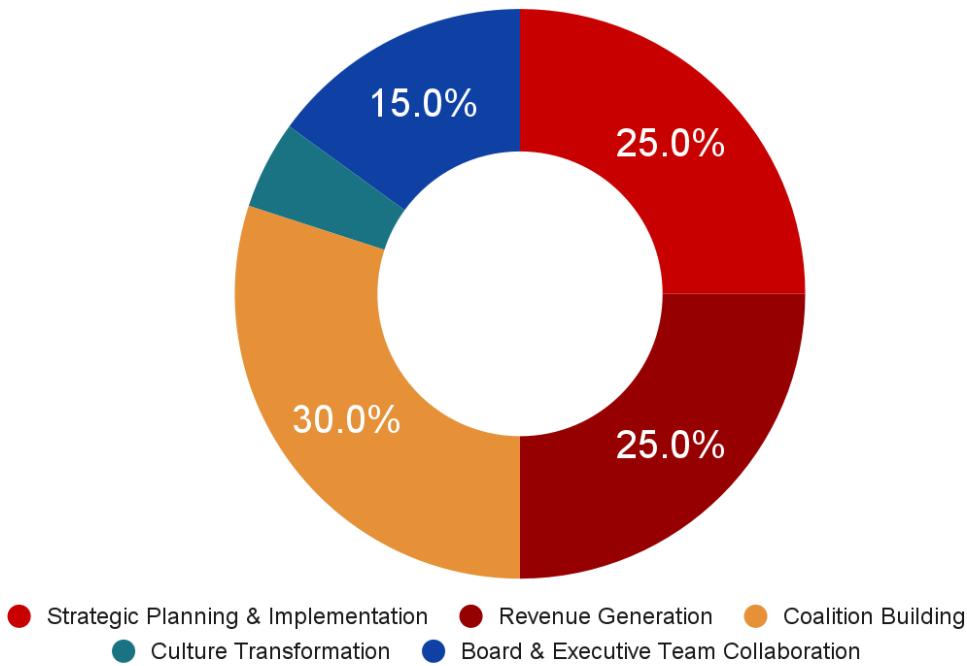
- **Staff are genuinely aligned with EdReports' core values¹ and embody them in day-to-day work.**

“The core values that the organization has and the way that we've actually broken down those values are core to the way of understanding how EdReports works. Staff references [them], we anchor feedback around [them], and we really call out when folks are being transparent, or they're committing to quality, or the idea of learning and growing. So, I think that anyone who's going to come in and run this organization has to agree with those values, and also has to agree that using them as a tool for helping people perform at their best is something they'll have to buy into.”

¹ EdReports' core values are: Pledging Quality, Practicing Humility, Committing to Learn and Grow, Pursuing Joy, Promising Transparency, Valuing All Voices

“Because we are so explicit about those core values, and of course, one of them is transparency, there isn’t a shadow way of doing things. I haven’t hit issues where I’m like, ‘Oh, there was an unspoken rule.’”

What will my first year include?



The Team & Organization

What are the top things that your organization does better than anyone else? Offor interviewed key stakeholders associated with EdReports in November 2025. This is what was shared:

- **EdReports is widely considered the definitive voice and expert in the curriculum review marketplace.**

“EdReports knows the curriculum marketplace better than anyone else. So, when it comes to math, literacy, and science core instructional materials in the marketplace for the US Education sector, EdReports is the expert.”

“We truly are the definition of high-quality instructional materials. An entire ecosystem has been built on our reviews. We have literally been the only organization that serves as that definer. We’ve built an ecosystem. We are world-class.”

- **EdReports' ratings directly influence publisher product development and state and district purchasing decisions, positioning the organization as a lever for systemic change in instructional materials quality.**

“We've been able to move the curriculum market. If we signal that we are doing something, every publisher creating materials wants to understand what it is and how they can do it well. I don't think that there's another organization in our ecosystem right now that has the same level of impact.”

“We're the best at calling balls and strikes [serving as an impartial assessor] of the quality of the design of the curriculum in the market.”

- **EdReports is an educator-focused organization that centers educators' perspectives in decision-making.**

“We're really good at engaging educators in material reviews. There are states all around the country that engage educators to a certain extent, but I think we are really far ahead, the best in the way that we both train educators and then give them a voice in both the process and the product.”

“We leverage educators' voices and perspectives as the core of our decision-making. So, we're really anchored in the practical perspectives of educators.”

- **The organization maintains credibility in the sector by remaining non-political and avoiding conflicts of interest.**

“We are very disciplined at navigating political challenges. We are true to our mission and don't let various pressures make us bend. We've been very disciplined about being an arm's length from the supply side, the curriculum publishers, in appropriate ways, while still building trust and relationships with them.”

“Our transparency is another thing that sets us apart. We're really transparent about how we do what we do, as well as the actual criteria that we use. It's one thing that has really helped our credibility long term.”

What are the top things your critical friends would ask your organization to stop or start doing? Offor interviewed key stakeholders associated with EdReports in November 2025. This is what was shared:

- **Be more responsive to shifting market needs and evolutions.**

“People say that we're too slow, and they don't mean just in the quantity that we're producing. They mean in our responsiveness to the field. The field is in need of some things that we haven't provided. I think some of that criticism is legitimate, and some of it we should expect, because we're more like the FCC than we are a new startup. We don't want to be too far ahead, right? We're not calling the shots. We're waiting until

there is some sort of consensus, but I think we need to move faster and be more responsive."

"In recent years, the organization has sometimes prioritized continuity and stability over timely feedback to field requests and criticism. Going forward, the executive team will benefit from leadership that brings strong, strategic responsiveness to emerging signals and evolving needs."

- **Address the speed at which it produces reports, and consider the impact its current speed has on the education sector.**

"We've heard consistent feedback that our review timelines haven't kept pace with how quickly new materials, especially since most materials are digital, are entering the market. That's created real pressure on the system, and it's something we know we need to address."

"We're really slow. Real, real, real slow for the last few years in terms of getting reviews out the door, which had people going to other organizations, willing to contract support, in order to get their materials reviewed, instead of the free process that EdReports provides. So, I think that demonstrated a real need for us to go back to the drawing board about that process. [Our speed] leaves folks without the best information for decision-making on the demand side of the market. It leaves systems and states with a limited set of products, and disincentivizes material providers and developers from optimizing their designs. Because, if they can only sell what's green-rated and the newest thing isn't going to be green-rated for two years or longer, why redesign? Why get better?"

- **Be less conservative in strategic planning and invest resources into areas that can lead to system-level change.**

"There's often a tendency to confuse scarcity with good stewardship. Spending very little doesn't automatically mean you're spending wisely — or investing in the things that truly move the organization forward. Before our current strategic revamp, we were thinking far too small; had we continued operating that way, we would have risked running the organization into the ground. There is a lot of good coming into place now, and the new CEO will need to steward this next chapter with a broader, more future-facing vision."

"[Change] requires vision. We have to be able to imagine what could be, chart the path to get there, and then weigh the risks and be willing to take the necessary leaps to have more impact. I think our current CEO is very good at executing under our founding idea, and under his leadership we've had a lot of success at our original goal. Now that we're pivoting, [there is] an opportunity to have even more impact under a new leader. We need to find someone who understands and enables the continuation of success we've already accomplished, sees and can manage a new vision, and is able to get funders to back said vision for another 10+ years of impact."

How will the Board support my onboarding? What will the Board need from me?

- The Board is committed to ensuring a thoughtful, well-supported transition for the incoming CEO. Your onboarding will include:
 - A structured set of onboarding meetings with Board officers and committee chairs.
 - Early exposure to key funders and partners to support relationship continuity.
 - A joint onboarding plan co-developed with the Board Chair that prioritizes strategic clarity, organizational learning, and relationship-building across staff and the field.
 - Regular check-ins and feedback loops to ensure you have what you need and to support a smooth and confident start.
- What the Board will need from you:
 - Clear, consistent communication about what you are learning, what you need, and where early decisions are required.
 - A commitment to building trust and alignment with the Executive Team and staff in your first 90 days.
 - Partnership in establishing a transparent cadence for Board–CEO communication, including regular check-ins, updates on strategic priorities, and shared expectations for decision-making.

What will the Founding CEO's transition look like?

- EdReports' founding CEO will step away from day-to-day leadership once a successor starts. The Board and CEO have aligned on a transition plan that prioritizes organizational stability, staff clarity, and strong external relationships.
- The Founding CEO will be available at the incoming CEO's discretion for 6 months focused on knowledge transfer and key relationship handoffs, particularly with major funders and partners. After this period, the Board anticipates a clean handoff with no ongoing operational role. This structure is designed to ensure the new CEO has full authority and support to lead EdReports into its next chapter.

What information can you share on the financial solvency of the organization?

- EdReports is entering this transition from a position of overall financial strength, with Q3 results reflecting **\$12.5M in total assets, \$12.1M in net assets, and year-to-date revenue at 155% of the annual budget**. Early philanthropic receipts—such as prepaid commitments from the Walton Family Foundation—further bolster operating stability. This provides clarity and security over the next 18 months. At the same time, much of our multi-year funding is restricted to specific programmatic areas, which limits near-term flexible cash and leaves a modest operating gap that will need to be addressed for 2027 and beyond.
- Looking forward, EdReports' new strategic direction—including AI-enabled review acceleration and the development of new quality signals such as efficacy and

coherence—requires an estimated **\$11.9M in new investment over the next 36 months**, above flat renewals from existing funders. Efforts are already underway to secure multi-year funding to support this strategy. Our philanthropic partners are highly enthusiastic about the direction, but their grantmaking timelines mean they cannot commit new dollars before a CEO is named. Several funders have also expressed a desire to meet the incoming CEO before finalizing major commitments.

- The Board is confident that the incoming CEO will catalyze this next phase of fundraising momentum. Based on current funder engagement and renewal indicators, it is reasonable to expect that the next CEO will be positioned within weeks or months to secure substantial additional commitments. We are committed to full transparency with finalists about the status, timing, and conditions of all in-process grants.

What is the organization's approach to creating a diverse and inclusive workplace?

- EdReports grounds its culture in explicit DBIE commitments—defining and practicing diversity, belonging, inclusion, and equity in daily work, and applying an equity lens to organizational decisions and relationships.
- The organization invests in continuous learning and accountability through reflection spaces, courageous conversations about race and power, and practices that disrupt inequitable behaviors and build belonging.
- Hiring, development, and performance systems are intentionally designed to attract and support mission-driven, values-aligned staff whose lived experiences reflect the students and educators EdReports serves, and to ensure equitable, transparent processes across the employee lifecycle.

ADDITIONAL RESOURCES

- Please find below additional resources that provide additional insight into the opportunity.
 - [Organizational Chart](#)
 - [2023 Annual Report](#)
 - [2024 Annual Report: Celebrating 10 Years of Impact](#)
 - Marketing Materials
 - [An introduction to EdReports](#)
 - [What was the world like before quality curriculum reviews?](#)
 - [Living Our Core Values](#)