

CHIEF EXECUTIVE OFFICER

Reports to:	Chair, TFA Board
Employment type:	Permanent, Full-time
Location:	Sydney or Melbourne
No. of direct reports:	6-8
Travel:	Interstate travel required
Date revised:	November 2024

Overview and Context

Teach For Australia was launched in 2009 to create a future force of educational leaders in Australia who were deeply knowledgeable about and committed to driving educational equity. Our vision is of an Australia where education gives every child greater choice for their future. Our mission contributes towards that vision by growing a community of leaders committed to equity for children by recruiting and developing exceptional people to teach and lead in our classrooms, schools and systems across Australia.

Our trailblazing, flagship program – the *Leadership Development Program* – is a market-leading, employment-based pathway into teaching for exceptional individuals and a critical source of effective teachers for disadvantaged schools. It is also a development program for future leaders – cultivating their moral purpose and their skills to affect change. Multiple evaluations have shown the strength of our program, and elements of its design are now being adopted across the mainstream teacher education ecosystem.

Complementing this work, Teach For Australia has also delivered mentoring and leadership development programs for existing teachers in schools facing educational disadvantage. This work extends the reach and impact of TFA into the culture and practices of schools and fabric of their communities.

Underpinning our work are clearly defined and lived values: Serve the Student, Have High Expectations, Make It Happen, Get There Together, and Celebrate Along the Way.

In the last 15 years, over 1800 teachers and leaders have been developed through our programs, reaching over 600 schools and 650,000 students. Teach For Australia Alumni are a significant source of equity-focused leadership, contributing to school and system improvement at all levels across the system. 87% of Alumni continue to work in and on education. 74% are still working in schools.

Over the past two years, TFA has been focused on finding talent to unlock growth and transforming our operations to realise efficiencies. We have been embracing a culture of experimentation and innovation.

As we look to the next 15 years, Teach For Australia is at an exciting juncture. We have a proven and now mature core program, vibrant and committed Alumni, a strong executive leadership team, and board of directors with an appetite for both delivery and disruption. Taking over from the founding CEO, the next CEO will leverage the strengths, values, networks and moral purpose built over the first 15 years to drive results in our core program whilst charting new ways to tackle educational inequity and achieve our core purpose of unlocking the innate potential of students, regardless of their background.



Role purpose

As CEO, your core purpose is to position Teach For Australia as a substantial catalyst in improved student outcomes and a more equitable education system.

Role Accountabilities

In delivering against this purpose, you are responsible for leading culture and strategy, building relationships and influencing others, and ensuring operational excellence.

Leading Culture, Strategy and Impact

You define and set internal culture and provide visionary leadership and strategic direction – to and with the Executive and the Board – to ensure TFA achieves its mission and goals.

- **Leading Culture** – You help foster a culture of **innovation, collaboration, and excellence** within TFA, where the behaviours underpinning our values in the *'TFA Way'* are celebrated. Building resilience – culture, change management, and agility, you work with and through your Executive Team to promote an environment of **transparency, inclusivity, diversity, and safety**. You improve the organisation's **change management, agility and adaptability** by building **feedback loops** and **communication practices** that promote **connection to our mission, learning, and reflection** to inform our next actions. You build **resilience** into the fabric of TFA's culture. You embrace TFA's *'Belonging Promise'* which lays out our commitment to First Nations cultural safety, diversity and inclusion, and psychological safety. You reinforce and promote the principles of Equal Employment Opportunity in the workplace.
- **Leading People** – You recruit, develop, and retain a **high-performing Executive** Team. You ensure their **active participation** in the development and delivery of objectives, priorities and plans and you **empower** them to lead the **collaboration and business agility** necessary to be successful in our work. You **seek and give feedback** regularly. You effectively **delegate** and **performance manage**.
- **Leading Strategy** – You continue to lead work **to drive growth and transformation in TFA's flagship program** to ensure more teachers and leaders are injected into the system where they are needed most. You also consider **how TFA should evolve to deliver new systemic impact**, as the internal capabilities and external landscape continue to change. You consider our **core purpose** and capabilities as you **identify opportunities and define strategy** to deliver on TFA's mission and goals. You develop and implement TFA's strategic plan in alignment with TFA's mission and goals, **translating strategy into action** within the organisation.
- **Leading Impact** – You are hungry to answer the question: **"Do we know we are having an impact?"**. You seek out and draw on **evidence to inform decisions**, including the setting of TFA's strategy and TFA's continuous improvement agenda. You work to ensure a fit for purpose **measurement and evaluation approach** that provides insights on our impact and connects TFA's activity and outputs to an established research base and robust theory of change.

Building Relationships and Influencing Others, including fundraising

You are Teach For Australia's key representative and relationship builder with senior government officials, philanthropic partners, media, and the wider TFA community of participants, partner schools, and Alumni.



- **Representation** – You serve as the **primary spokesperson** for TFA, advocating for educational equity and our mission. You represent TFA’s brand, vision, purpose, work and culture in the **media**, with senior **officials** and other stakeholders, with **funders**, in the TFA **community**, and across the **sector**. You present at relevant **conferences** and share through **opinion pieces** and on **social media**.
- **Relationships** – You build and maintain **strategic, authentic relationships** on behalf of TFA with key stakeholders, including government officials, university partners, donors, and other education and community organisations. You promote networking, communication and fundraising activities to inform, maintain and **expand our supporter base**.
- **Convening** – When needed, you bring **diverse people and perspectives together** to deepen an understanding of and action against educational disadvantage. You **deeply listen** to ensure that TFA’s programs and activities are informed by and responsive to the needs of students and schools.
- **Communication** – You convey complex ideas with **clarity and concision**, both verbally and in writing. You ensure TFA produces quality outputs – including web copy and content, impact reports, and funder proposals and reporting – that **tell our story of impact well**.
- **Funding** – You lead TFA’s efforts to secure **financial support from diverse sources**, including government, corporate, and philanthropic partners. You ensure that funders are well stewarded, and expectations are met.

Ensuring Operational Excellence

You take accountability for the overall management and performance of Teach For Australia’s programs and operations.

- **Program development and delivery** – Working closely with the General Manager of Growth and the General Manager of Program Impact, you oversee the **design, implementation, and evaluation** of TFA’s programs to ensure they address educational inequity, drive impact, and realise scale. You also ensure measurement and evaluation enables **data-driven insights** to inform continuous improvement, operational transformation, and new products.
- **Financial performance** - Working closely with the Chief Operating Officer and finance team, you oversee the organisation’s business **planning, budgets and reporting** to ensure clarity of program economics, ROI, financial management including cost management, and demonstrable social returns. Your efforts to secure **a diversified funding base** and deliver on **contracts** are material to the financial viability of TFA. You also ensure that all accounts are compliant with statutory and regulatory obligations.
- **Change Management** – Working closely with the Executive Team, you ensure that effective change management principles and processes are applied to support transformation efforts – including strong **planning, impact analysis, and internal communication**.
- **Risk Management** – Working closely with the Chief Operating Officer and Board, you oversee TFA’s risk management approach and process, ensuring that **contractual, regulatory, brand, strategic and operational** risks are identified and mitigated.
- **Governance and Compliance** – Working closely with the Company Secretary, Board Chair and Board, you ensure effective governance, compliance with legal and regulatory requirements, and concise, timely Board reporting on organisational performance and strategic initiatives.



Role requirements

To successfully perform in this position, we expect you to demonstrate the following:

Disposition

- You are **passionate and compelling** about improving educational outcomes.
- You have high levels of personal **energy, positivity, and resilience**.
- You thrive in a dynamic and fluid environment where **adaptability and agility** are key.
- You are an effective **collaborator and delegator**.
- You are both **deeply curious** and **action oriented**.
- You have **humility** and can display **vulnerability**.
- You are open and committed to **personal growth and development**.

Knowledge and Experience

Essential

- You have a track record in **education and/or the non-profit sector** of successfully **driving change**.
- You have **executive leadership experience** across strategy development, operations and people management, fundraising and business development functions.
- You have a strong **political acumen** and awareness of the changing education **policy environment**.
- You have established **relationships and networks** across senior levels within education, non-profit, and/or government sectors and have a track record of managing **multi-stakeholder environments**.
- You are an **effective fundraiser** with a strong track record of funder satisfaction and partnerships.
- You have a good **commercial and financial acumen** and have experience in making business models more viable through improved funding, operations, and/or delivery: **growth, costs, risk, change**.
- You are accomplished in **engaging and inspiring** diverse and large audiences.
- You understand and are experienced in establishing **culturally and psychologically safe** work environments and where diversity is celebrated, and everyone belongs.

Desirable

- You have a deep and first-hand understanding of the key **drivers of educational disadvantage**, as well as a strong understanding of the principals and **levers of systems change**.
- You are experienced in **building resilient internal cultures** that are adaptable to change and embrace the pursuit of innovation.
- You have a keen interest in and follow **emerging technologies such as Artificial Intelligence** and their application to the **future of education** as well as to **organizational productivity**.

Skills

- You can articulate a **clear vision** for the future and **inspire and engage others** towards achieving it.
- You have the **strategic capabilities to identify and lead innovation** in education beyond Teach For Australia's core program, in line with our vision and purpose.
- You can communicate complex ideas with **clarity and concision**.
- You **actively listen** to others and have a high degree of **emotional intelligence**.
- You build engaged **cultures of performance, innovation, and transformation** – where plans are turned into actions and outcomes.
- You increase **organisational resilience** – the ability to navigate challenges, uncertainty, and ambiguity by cultivating adaptability.
- You are a known talent attractor, developer, and **team builder** who **empowers others** to reach their full potential and thus drives organisational success.



TFA Values

Teach For Australia has a clearly defined culture code – the **'TFA Way'** – that defines our values and associated behaviours and informs how we work with each other and with our participants and partners.

Serve the Students

Everyone at TFA works in service of our vision for children and young people: an Australia where education gives every child, regardless of background, greater choice for their future. Our partnerships – with teachers and leaders in schools and across communities, organisations and systems – is in service of making their future fairer and brighter.

Have High Expectations

Having high expectations – for ourselves, of others, and of what should be possible for students – is essential. The students we serve deserve no less. This does not mean setting unrealistic expectations that cannot be met, however this does mean having a sense of possibility and being motivated by a bold ambition.

Celebrate Along the Way

We find joy and possibility in the big vision of what could be. We celebrate the strength and uniqueness of every student, and those who work in service of them. To sustain ourselves, we strive to laugh often and celebrate the small wins along the way. We believe in acknowledging contributions, recognising how far we have come by leveraging our strengths, and working with gratitude, humour and a bit of fun to keep us motivated for the journey ahead.

Our Commitment to Reconciliation

Our commitment to educational equity for every child demands of us to be a culturally safe and inclusive organisation and an advocate for systemic fairness.

As an organisation, we publicly commit ourselves to creating cultural safety for our First Nations staff, partners and students and invite you to hold us to our commitments in our [Reconciliation Action Plan](#), and support and challenge us to reflect and progress it in our daily work and values that underpin all we do.

Our commitment is whole and heartfelt, and we take these first steps inspired by the final line of the Uluru Statement from the Heart – to walk alongside our Aboriginal and Torres Strait Island brothers and sisters in a movement of the Australian peoples for a better future.

At Teach For Australia, we commit to deeply listening to and have authentic relationships with Aboriginal and Torres Strait Islander peoples – children, communities and organisations – in service of an education that celebrates their unique identity and strength and empowers them to thrive. In doing so, we co-create an Australia that honours us all.

Get There Together

We have a big vision and mission. We can't – and won't – achieve it on our own. Authentic, mutually reciprocal relationships come first. We know that relationships – with students, colleagues, the TFA community, and countless others involved in this work – underpin everything else. Through trusting relationships, we can harness the power of collaboration and foster a collective sense of belonging.

Make It Happen

To best serve students and their futures, we know there is a lot of work to be done. Not all of it will be straightforward. We act with deliberate intent. 'Hope is not a strategy'; we use data, creativity and the wisdom of experience to plan then execute. Our work is a marathon not a sprint, so we pace ourselves, working hard and smart.

