

# PATRICK J. GAVIN

November 26, 2017

Department of Administration  
Agency HR Services  
Attn: Kathleen Kirkland  
100 North Stewart Street, Suite 230  
Carson City, NV 89701

Dear Ms. Kirkland,

I'm writing to express my strong interest in the Executive Director, Nevada State Public Charter School Authority position. I have a broad background in education and the charter school sector, including extensive experience in charter school authorizing, performance management, project management, external affairs and partnership development, and strategic planning.

As you know, I am the current Executive Director of the State Public Charter School Authority. I was initially appointed to serve the remainder of founding leader Steve Canavero's term and I was reappointed by the Authority to serve an additional three-year term.

In my most recent senior leadership role prior to joining the Authority, I served as Deputy COO for Strategy and Expansion at Friendship Public Charter School, one of the nation's largest charter school management organizations. At Friendship, I led the organization's school district partnership development and performance management initiatives in Washington, DC and Baltimore, MD. Prior to that role, I held regional operations and client management positions at EdisonLearning and a senior line management role in Knowledge Learning Corporation's School Partnerships division. Additionally, I also served as a teacher at a no-excuses charter school in Massachusetts through Teach for America for a period of time and most recently consulted for a variety of charter school management organizations in areas related to strategic planning, fundraising, and new school development.

Beyond my general background in education reform, my professional experience includes several areas of accomplishment which are particularly aligned to the Executive Director role:

- Budget management: over fourteen years of experience developing and managing state agency, regional, school/site, and departmental budgets, including both grant-funded and revenue dependent operations.
- Human capital leadership: over fifteen years team management experience in line management roles coupled with three years of direct responsibility for human capital, recruiting, and performance management for a leading charter management organization.
- Board governance and management: nearly twenty years of experience in board governance support roles, including executive and board support for boards of venture-funded organizations, small non-profits, and large, multi-state non-profits.
- Strategic internal and external communications: nearly twenty years of experience developing key external and internal messaging to funders, board members, clients, senior executives, and organizational staff.

As my full term as Executive Director draws to a close, the Authority and the charter school sector have achieved a number of critical milestones:

- The Authority's portfolio of schools continues to expand at a rapid clip and Nevada is now among the fastest growing charter school sectors in the country. This year, it is serving 37,000 students across its portfolio up from a baseline of just 11,000 students at time of the Authority's inception in 2011. In just the past year, the Authority added 6,500 students statewide—the equivalent of the combined enrollment of Nevada's nine smallest county school districts. That growth in students also represents a number greater than the total number of students served by Churchill and Humboldt Counties combined—and more students than either Nye or Douglas Counties served by themselves. Moreover, charters now serve more than 10 percent of all students in Clark County.
- The Authority's portfolio is projected to continue to out-perform the state of Nevada as a whole. While official NSPF ratings will not be released until after the December 8, 2017 Authority Board Meeting, preliminary calculations and public information reported by the Nevada Department of Education and the news media indicate that more than four out of ten of the Authority's charter schools performed at one of the two highest levels of performance on the Nevada School Performance Framework (NSPF), and more than three quarters percent of the SPCSA's schools were 3 star or better—dramatically outperforming the state. Concomitantly, it appears that the Authority had less than quarter of schools performing at the 1 and 2 star levels, which compares favorably to the approximately 44 percent of schools that the Department of Education has estimated will perform at that level in reports to the Nevada State Board of Education.

These preliminary growth numbers represent strong initial trend data to measure the audacious goal that the Authority adopted in its 2015 strategic plan: 60,000 students in 4 and 5 star seats that reflect the demographics of their communities by 2020.

However, there is still much to accomplish:

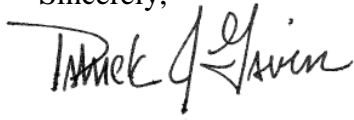
- While the Authority's students with disabilities population continues to grow rapidly and is now less than three points away from the state average, the Authority still lags significantly behind the state and its host districts in the proportion of English Language Learner (ELL) students and students who are identified as low income based on eligibility for the National School Lunch Program. Indeed, the Authority's percentage of students who qualify for Free and Reduced Price Lunch (FRL) has actually dropped from 27 percent in 2013-14 down to 24 percent in 2016-17 and just under 22 percent in the current year. In all, the percentage of ELL and FRL students served by Authority-sponsored schools is approximately a third of that of the Clark County School District, the school system of residence for the vast majority of Authority students.
- While the Authority's schools significantly outperform the state on the Nevada School Performance Framework, the reality is that less than half of the Authority's schools are currently performing at the 4 and 5 star level. Moreover, nearly a quarter continue to perform at levels that require Authority intervention. While the Authority has taken important steps to performance manage low-performing schools in its portfolio, it is critical that this be an area of continued focus over the next several years.

Achieving these twin targets of academic achievement and pupil equity are essential to fulfilling the Legislative declaration of the purposes of charter schools as set forth in Nevada's initial charter school law, Senate Bill 220 of the 1997 Legislative Session. The Authority is well-positioned to address these challenges and has demonstrated the will to make tough, and sometimes unpopular decisions in order to achieve its strategic targets and meet its statutory purpose of serving as a statewide model for charter school sponsorship.

As I hope is apparent from my resume, I significantly exceed the statutory minimum age of 21 set forth in NRS 388A.190(2)(a) as amended by Section 16 of Assembly Bill 49 of the 2017 Legislative Session. Additionally, this cover letter and my resume amply demonstrate that I meet the requirements of NRS 388A.190(2)(b), possessing "a demonstrated understanding of charter schools and a commitment to

using charter schools to strengthen public education in this State.” It would be my privilege to continue to work with the Authority to achieve its audacious goals.

Sincerely,

A handwritten signature in black ink, reading "Patrick J. Gavin". The signature is written in a cursive, flowing style with a large initial "P" and a prominent "G".

Patrick J. Gavin  
Enclosure (Resume)  
PJG/pjg

# PATRICK J. GAVIN

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## LEADERSHIP EXPERIENCE

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*Nevada State Public Charter School Authority, Carson City, NV*

*2014-present*

### **Executive Director**

Lead statewide local education agency and charter school authorizer, overseeing a 2017-18 portfolio of 28 schools with 58 campuses serving 37,000 students and \$200M in annual revenues.

- Grew state-sponsored charter school portfolio from 16,000 students to 37,000 students in three years by expanding high quality charter school seats while shrinking the number of seats in low-performing schools.
- Recruited multiple best-in-class regional charter management organizations to Nevada.
- Authored and lobbied for successful passage of multiple education reform bills, including AB49 (2017) and SB509 (2015)—successive omnibus charter school reform initiatives to align charter authorizer powers, duties, and processes with national best practices, increase charter school academic, fiscal, and governance accountability, and expand charter school autonomy in key areas, including teacher licensure. Both bills were approved unanimously by both houses of the Nevada Legislature. The passage of SB509 resulted in Nevada's charter school law skyrocketing to 8<sup>th</sup> in the US in 2015 ranking by the National Alliance of Public Charter Schools and to first in the nation 2015 ranking by the National Association of Charter School Authorizers.
- Redesigned key elements of state charter school regulatory framework to curtail the growth of underperforming schools and increase academic accountability in partnership with State Superintendent of Public Instruction and State Board of Education. These initiatives resulted in statewide charter school sector nearly doubling from just 24,000 students in 2013-14 to over 46,000 students in 2017-18.

*Charter Development Strategies, Boston, MA*

*2013-2014*

### **Development and Strategy Consultant**

Provide fundraising, proposal development, and strategy services to education organizations.

- Partner with CEO and senior leadership team of the largest charter network in the central Gulf on expansion planning and submission of successful multi-site Louisiana charter applications and school management proposals.
- Collaborate with management team of market-leading mid-Atlantic charter school on development of its successful fifteen-year charter renewal application, non-profit governance reorganization, and replication strategy.
- Advise board and turnaround leadership team of Midwestern charter school on fundraising strategy and messaging.

*Teach for America, Boston, MA*

*2012-2013*

### **Corps Member**

Chosen as one of 5,800 Teach for America Corps Members out of 48,000+ applicants for a national service corps of outstanding mid-career professionals and recent college graduates who commit two years to teach in low income schools and become lifelong leaders in expanding educational opportunity.

- Taught a five-week summer school course in English Language Arts at a Philadelphia public charter school.
- Completed over 100 hours of coursework and seminars in instructional planning, classroom management, learning theory, literacy, and diversity training.

*KIPP Academy Lynn Middle School, Lynn, MA*

*2012-2012*

### **Sixth Grade Reading Teacher**

Taught reading to 100 sixth grade students at this urban, no-excuses charter school north of Boston.

- Devised long-term content plan and daily lesson plans based on Common Core State Standards and the Massachusetts Curriculum Framework.
- Developed weekly assessments and quarterly interim tools to monitor student mastery of standards.
- Collected and analyzed data from curriculum-based measurement Maze passages to track fluency and reading comprehension. Average student reading performance increased by 2.1 Fountas and Pinnell levels in four months.

*Friendship Public Charter School, Washington, DC*

*2008-2012*

### **Deputy COO for Strategy and Expansion**

Led business development, strategic planning, and fundraising for the largest charter school management organization in the mid-Atlantic (serving over 8,000 students at 11 schools in Baltimore and Washington, DC). Spearheaded talent acquisition for expansion sites.

- Grew turnaround school portfolio by 691% to five schools and over 3,000 students in four years, spearheading partnership with the District of Columbia Public Schools and expanding relationship with the Baltimore City Public Schools. Designed whole school turnaround program, including services for over-age, under credit students.
- Led development and implementation of organization's five year strategic plan, focusing on innovation, human capital, and performance management initiatives to improve consistency of academic, student support, and operational performance.

# PATRICK J. GAVIN

PAGE 2

- Secured \$2.1M in grant revenue from JP Morgan Chase Foundation, NewSchools Venture Fund, and the Bill and Melinda Gates Foundation to support school turnaround, performance management, and differentiated compensation programs.
- Oversaw leadership recruitment and instructional staff selection for Washington, DC sites, reducing time to hire by 35 percent while increasing candidate quality. Managed pre-opening operations for expansion sites and led engagement with city and school district operational leadership, including capital improvements, facilities maintenance, and technology purchasing, deployment, and operations.

*Knowledge Universe US, New York, NY*  
**Operations Director**

2007 - 08

Oversaw School Partnerships operations and new business development in urban markets for the nation's leading provider of childcare and after-school services (serves over 300,000 children, \$1.8B in revenue, 41,000 employees nationwide). Managed regional P&L and supervised the activities of 30 community relations and operations managers and 1,000 leadership and teachers at three regional offices and 150+ schools in urban school districts in four states.

- Engineered the turnaround of region following the acquisition of faltering tutoring and academic intervention business by initiating new client service focus, improving internal communication, revamping training for all employees, trimming unprofitable locations, restructuring regional management, and reducing real estate expenditures.
- Reduced regional overhead by 53%, decreased variable labor costs at sites by 40%, and increased revenues by 18% including a 31% increase in the New York City market.
- Achieved division's highest customer conversion rate (91%) and highest student program completion rate (84%).
- Improved relationships with local school districts, state departments of education, and regulatory agencies, including the successful resolution of programmatic and fiscal audits by the New Jersey Department of Education and the New York State Office of the State Comptroller.

*EdisonLearning, Inc. (formerly Edison Schools, Inc.), New York, NY*

2003 - 07

**Director—Charter School Operations** (2005-07), **Director-Development** (2003-05)

Managed operations (site P&L), board relations, client renewal, charter client expansion and business development for Northeast and Mid-Atlantic region for this leading provider of management services to public schools, serving 350,000 students in 21 states, DC, and the UK with revenues of \$350M and 10,000 employees. Guided cross-functional teams of 3 - 7 managers on turnaround, renewal, and expansion projects.

- Developed and managed execution of expansion strategy for company's flagship client, a four campus charter school in Washington, DC, increasing revenue by \$10M.
- Reversed the revenue slide of a major client that was having difficulty meeting its debt service obligations and management fees. Recommended and oversaw the roll-out of a new public relations, communications, and marketing plan while advising the client on communication with government regulators. Successful implementation of the new plan resulted in client exceeding the \$1.1M new revenue target by 30%. Client resumed servicing its debt and renewed its \$5.5M contract with the company.
- Devised renewal strategy for strategic accounts, and set and met aggressive regional and site-specific performance goals in partnership with key internal and external stakeholders. Developed turnaround plan to address revocation-level governance, operational, and financial deficiencies identified in state DOE comptroller audit and led cross-functional team responsible for implementation, resulting in \$12M of renewals.

*Mosaica Education, Inc. / Advantage Schools, Inc., New York, NY and Boston, MA*

1998 - 03

**Director of Business Development** (2002 - 03), **Business Development Manager** (2001-02), **Manager of Market Research and Proposal Development** (2001), **Business Development Specialist** (2000-2001) Business Development Associate (1999-2000), **Special Assistant to the President** (1998 - 99), **Student Recruitment / Outreach Coordinator** (1998)

Cultivated new clients and developed successful partnerships in business development role for this education management company. Managed day-to-day relationships with new clients and charter authorizers. Led department's sales operations team focused on market research, proposal development, community relations, demographic, and student achievement and competitor landscape.

- Developed \$45M of new business through exhaustive overhaul of company's proposals to potential clients. Improved proposals led to winning multiple competitions against the industry leader.
- Oversaw successful renewals of key accounts valued at \$11.7M by first identifying key regulatory compliance challenges and client retention issues, then implementing corrective action plans.
- Partnered with local board on legislative initiative to permit development of the nation's first charter school on a military base (\$8M in annual revenue). Charter application received the highest score ever awarded by the Louisiana State Board of Elementary and Secondary Education.

# PATRICK J. GAVIN

PAGE 2

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## EDUCATION

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B.A. in History of Art, Yale University, New Haven, CT	1994-98
Coro Leadership New York, New York, NY	2007-08
<ul style="list-style-type: none"><li>▪ Cross-sector leadership program focused on race, poverty, and urban policy operated by the Coro New York Leadership Center.</li></ul>	