



# OFFICE OF THE MAYOR

E. Denise Simmons, Mayor

2008–2009 | 2016–2017 | 2024–2025

September 17, 2024

Cambridge School Committee  
Cambridge Public Schools  
135 Berkshire Street  
Cambridge, MA 02141

Re: Update to the School Committee On Plan of Work for Superintendent Search

Dear School Committee Colleagues,

As a follow up to our brief discussion during the September 10<sup>th</sup> School Committee meeting regarding the Committee's Plan of Work for the Superintendent Search, I want to propose the following recommendation as laying the groundwork for our next steps for moving forward:

1. Leave the current Late Order (#24-227) on the calendar as submitted on September 10, 2024 (see attached).
2. Bring together both the calendar included in Late Order #24-227 and the attached updated Superintendent Search Process DRAFT timeline for CPS document.
3. Identify a mutually agreed upon date in October for the Committee to engage in a Special Meeting specifically for the purpose of discussing the search process and inviting Mr. Glenn Koocher, Executive Director of the Massachusetts Association of School Committees, to be present at this meeting to serve as a resource for the discussion.

I look forward to discussing this matter with you at this evening's School Committee meeting, and I thank you again for your shared commitment to this important work.

Sincerely,

---

Mayor E. Denise Simmons



**#24-227**

CAMBRIDGE SCHOOL COMMITTEE  
459 BROADWAY  
CAMBRIDGE, MASSACHUSETTS 02138

JOSE LUIS ROJAS  
19 Cornelius Way  
Cambridge, MA 02141  
jrojas@cpsd.us

RACHEL WEINSTEIN  
60 Standish Street, #1  
Cambridge, MA 02138  
rweinstein@cpsd.us

DAVID WEINSTEIN  
459 Broadway  
Cambridge, MA 02138  
dweinstein@cpsd.us

**REVISED**

**September 10, 2024**

**2024 Superintendent Search Options**

That the School Committee discuss the following and other timeline options for the Superintendent Search

**CPSD Superintendent Search 2024-2025**

<b>Timeline - By when to target making a job offer</b>	<b>Pros</b>	<b>Cons</b>
<b>By Dec 2024</b>	<ul style="list-style-type: none"> <li>- In line with Mass Association of School Committees (MASC) recommendation</li> <li>- Take advantage of larger pool of candidates</li> </ul>	<ul style="list-style-type: none"> <li>- Less time for community input and development of job description</li> </ul>
<b>By April 2025</b>	<ul style="list-style-type: none"> <li>- Allow focus on starting school year well</li> <li>- Provide more time for community input and development of job description</li> </ul>	<ul style="list-style-type: none"> <li>- Challenge of having a smaller pool of candidates</li> </ul>
<b>By Dec 2025</b>	<ul style="list-style-type: none"> <li>- Modified MASC recommendation</li> <li>- Take advantage of larger pool of candidates</li> <li>- Provide more time for community input and development of job description</li> </ul>	<ul style="list-style-type: none"> <li>- Longer period for interim superintendent OR</li> <li>- Need for 2nd interim superintendent</li> <li>- Possible delays in hiring other leadership positions</li> </ul>

**Attachments:**

- Model Timeline from Mass Association of School Committee's "A Vacancy in the Superintendency, Key Decisions for School Committees Planning for a Transition"
- Timeline for Dr. Salim's hire
- Timeline for Dr. Young's hire
- Mayor's Communication re Plan of Work for Superintendent Search, September 10, 2024

# Model Timeline from Mass Association of School Committee's "A Vacancy in the Superintendency, Key Decisions for School Committees Planning for a Transition"

## DRAFT SEARCH TIMELINE SUPERINTENDENT SEARCH - Model Timeline

*This timeline can take from 2-5 months depending the level of "process" and the size of the search committee. It is important to be flexible, allowing sufficient time to make up for unanticipated delays. The most likely delays would be on the search committee end because of the number of potential member schedule conflicts. A, earlier start date, such as over the summer, allows more time to plan, recruit, and interview. A late start will still work well if the school committee expedites the process. A very late start (March/April) would require expediting the process and imposing sharp deadlines.*

<b>October 1 – 15, 2023</b>	School Committee receives preliminary documents, approves draft timeline, sets focus group meetings, makes decisions about recruiting search committee, etc.  Search Committee Appointed and Orientation (Set Fixed Date)  Focus surveys planned and on-line survey developed; materials development completed and ready for distribution
<b>October 15</b>	Advertisements/E-Mail and General Mail distribution of materials. Also, distribution of search information to recruitment networks. Materials mailed and distributed. Candidate recruitment is ongoing.
<b>By November 19</b>	Focus Groups will take place Search Committee will organize to prepare for screening of candidates, scheduling of interviews, and preparation of questions.
<b>November 30, 2023</b>	Deadline Set for Filing Applications (3:00 p.m. EST via mail, e-mail, fax or personal delivery to search coordinator)
<b>Immediately After Deadline</b>	Applications are compiled and prepared for the Search Committee to review during school vacation. Review begins immediately.  Search Committee begins initial screening, selection and initial interviews. Process culminates with recommendations to the School Committee.
<b>Week of December 10</b>	School Committee receives report and recommended finalists. Interviews candidates, conducts site visits, and other due diligence steps are scheduled.
<b>December 12-19, 2023</b>	School Committee interviews finalists are completed. Site visits take place.
<b>Mid-January, 2024</b>	School Committee makes hiring decision.
<b>July 1, 2024 or Sooner</b>	Superintendent takes office <u>or before if so needed and negotiated.</u>

## Timeline for Dr. Salim's Hire

Superintendent Search 2015-2016: Dr. Kenneth Salim	
DATE	MEETING/ACTION ITEM/ANNOUNCEMENT
April 7, 2015	<a href="#">SC selects Executive Director of HR (Barbara Allen) official Superintendent Search Liaison Designee (Order C15-091)</a>
April 7, 2015	<a href="#">Supt. Search Ad Hoc Subcommittee be comprised of the Committee of the Whole (Order C15-090)</a>
April 7, 2015	<a href="#">Draft Supt. Search Timeline (Order C15-089)</a>
April 7, 2015	<a href="#">SC Special Meeting Minutes: Discuss Supt. Search Timeline</a>
April 28, 2015	<a href="#">SC Special Meeting Minutes: Review &amp; Approval of RFP for Search Firm</a>
May 21, 2015	<a href="#">Request for RFPs Supt. Search Firm</a>
June 9, 2015	<a href="#">SC Special Meeting/Exec. Session Minutes: Evaluate Search Firm Proposals</a>
June 16, 2015	<a href="#">SC establish Special Meeting schedule with Exec. Search Firm (Order C15-196)</a>
June 16, 2015	<a href="#">Executive Search Contract Awarded to Hazard, Young, Attea Associated (HYA) (Order C15-165)</a>
July 1, 2015	<a href="#">Planning Meeting with HYA (HYA Binder located in SC Office)</a>
July 1, 2015	<a href="#">SC Special Meeting Minutes: Meeting with Hazard, Young, Attea &amp; Associates (HYA) Search Firm</a>
July 14, 2015	<a href="#">Framework with Updated Search Timeline (Order C15-207)</a>
July 14, 2015	<a href="#">SC Special Meeting Minutes: Discuss Supt. Search Interview Committee Make Up</a>
July 28, 2015	<a href="#">Amended Composition of Supt. Search Interview Committee to include 3 SC members (Order C15-208)er C15-208)</a>
August 20, 2015	<a href="#">Supt. Search Community Survey from Barbara Allen</a>
August 26, 2015	<a href="#">HYA Leadership Profile Meeting Schedule</a>
August 26, 2015	<a href="#">Supt. Search Focus Group &amp; Community Forum Schedule</a>
September 9, 2015	<a href="#">Public-facing Schedule of Community Meetings from Barbara Allen</a>
September 16, 2015	<a href="#">Leadership Profile Report from HYA</a>
September 16, 2015	<a href="#">SC Special Meeting Minutes: Meet with HYA to discuss Leadership Profile Report</a>
October 1, 2015	<a href="#">Supt. Search Interview Committee Listing</a>
October 13, 2015	<a href="#">Press Release of Supt. Finalists</a>
October 14, 2015	<a href="#">Final Candidates Itinerary</a>
October 15, 2015	<a href="#">SC Special Meeting Minutes: Community Forum/Town Hall to meet the Supt. Final Candidates</a>
October 16, 2015	<a href="#">Draft Interview Questions for Finalists</a>
October 16, 2015	<a href="#">SC Special Meeting Minutes: SC Interviews with Final Candidates</a>
October 22, 2015	<a href="#">Supt. Site Visit Protocols</a>
October 27, 2015	<a href="#">SC appoints Dr. Salim as Supt. contingent on reaching negotiated agreement (Order C15-329)</a>
October 27, 2015	<a href="#">SC Special Meeting: Consider Appointment of Supt. (Vote taken to appoint Dr. Salim.)</a>
December 15, 2015	<a href="#">Executive Session Meeting Minutes - Negotiating Contract and Vote</a>
December 15, 2015	<a href="#">Regular Meeting Minutes - Vote to Approve Contract</a>
December 15, 2015	<a href="#">Consider Adoption of Dr. Kenneth Salim Contract (Order C15-290)</a>
January 5, 2016	<a href="#">Dr. Salim contract ratified (Order C16-009)</a>
January 12, 2016	<a href="#">Ad Hoc Subcommittee Transition Planning Meeting: Dr. Salim's Learning-based Entry Plan</a>
March 24, 2016	<a href="#">Ad Hoc Subcommittee Transition Planning Meeting: Discuss Transition Planning for Dr. Salim</a>
June 13, 2016	<a href="#">Ad Hoc Subcommittee Transition Planning Meeting: Review &amp; Monitor Dr. Salim's Onboarding Plan</a>
July 1, 2016	Dr. Salim begins at CPSD
September 22, 2016	<a href="#">Ad Hoc Subcommittee Transition Planning Meeting: Prioritize Short-Term Issues for Dr. Salim</a>
January 12, 2017	<a href="#">Ad Hoc Subcommittee Transition Planning Meeting: Review Findings from Supt. Listening/Observing Tours</a>

## Timeline for Dr. Young's hire

Superintendent Search 2008-2009: Dr. Jeffrey Young	
DATE	MEETING/ACTION ITEM/ANNOUNCEMENT
July 15, 2008	<a href="#">SC Meeting Minutes: Glenn Koocher (MASC) Presentation re: Search Process</a>
July 31, 2008	<a href="#">Special Meeting Minutes: Discuss Process of Supt. Search</a>
July 31, 2008	<a href="#">SC authorize School Dept. to draft RFP for Search Firm (Order C08-291)</a>
August 12, 2008	<a href="#">Ad Hoc Subcomm Supt. Search Minutes: Establish Calendar for Supt. Search</a>
September 8, 2008	<a href="#">Memo from City Manager: Procurement Process for Search Firm</a>
September 9, 2008	<a href="#">Ad Hoc Subcomm Supt. Search Minutes: Supt. Search Timeline</a>
September 16, 2008	<a href="#">Draft Supt. Search Timeline by Barbara Allen</a>
November 8, 2008	<a href="#">Search Process and Timeline by Ray &amp; Associates (search firm)</a>
November 18, 2008	<a href="#">Search Firm Contract Awarded to Ray &amp; Associates (Order C08-438)</a>
November 18, 2008	<a href="#">Consultant's Contacts: HR Director Allen and SC members Mayor Simmons &amp; Schuster (Order C08-485)</a>
December 1, 2008	<a href="#">Supt. Search Advertising Opportunities (undated)</a>
December 1, 2008	<a href="#">Supt. Search Advertising Flyer (undated)</a>
December 1, 2008	<a href="#">Suggested Interview Questions (undated)</a>
December 1, 2008	<a href="#">Evaluation Process of Candidates by Ray &amp; Associates (undated)</a>
December 11, 2008	<a href="#">Supt Search Update Memo from Barbara Allen</a>
January 9, 2009	<a href="#">Supt. Job Description</a>
February 10, 2009	<a href="#">Ad Hoc Subcomm Supt Search Minutes: Update on Supt. Search</a>
March 11, 2009	<a href="#">Ad Hoc Subcomm Supt Search Minutes: Preliminary Screening of Candidates</a>
March 19, 2009	<a href="#">Ad Hoc Subcomm Supt Search Minutes: Preliminary Screening of Candidates</a>
March 20, 2009	<a href="#">Ad Hoc Subcomm Supt Search Minutes: Preliminary Screening of Candidates</a>
March 30, 2009	<a href="#">Special Meeting Minutes: Town Hall to Meet Supt. Finalists</a>
March 31, 2009	<a href="#">Special Meeting Minutes: Interviewing Finalists</a>
April 7, 2009	<a href="#">SC Offer Supt. Position to Dr. Jeffrey Young (C09-097)</a>
April 23, 2009	<a href="#">Ad-hoc Committee Created to Assist with Supt. Transition Plan (C09-123)</a>



# OFFICE OF THE MAYOR

E. Denise Simmons, Mayor  
2008–2009 | 2016–2017 | 2024–2025

September 10, 2024

Cambridge School Committee  
Cambridge Public Schools  
159 Thorndike Street  
Cambridge, MA 02141

Re: School Committee Plan of Work for Superintendent Search

Dear Members of the School Committee,

As we move forward with the search for our next permanent School Superintendent, I want to outline a clear process to ensure a thorough, collaborative, and focused effort. Our commitment to selecting the right leader for Cambridge Public Schools is critical, and this Plan of Work is designed to guide us in that effort. Below, please see my proposed plan that includes the following key steps:

**1. School Committee Visioning Session**

The School Committee shall engage in a visioning session to align our goals for the Superintendent role. This will take place at a retreat on September 26<sup>th</sup> at a location to be determined in order to dive deeper into discussions about the leadership qualities and priorities we wish to emphasize moving forward.

**2. Guidance on the Search Process**

In October, we shall meet with Glenn Koocher for an in-depth session on best practices for conducting an effective Superintendent search. This session will provide valuable insights on the search process structure and help us refine our approach.

**3. Diversity, Equity, and Inclusion (DEI) Focus**

DEI training for the School Committee will be essential to ensure that equity and inclusivity are at the forefront of our search. This will reinforce our commitment to finding a leader who can uphold these principles in Cambridge Public Schools.

**4. Implementation of the Superintendent Search**

Following these preparatory steps, we will then move into the implementation phase, ensuring that all key considerations, including our district's needs and the leadership qualities we have identified, remain central to the search process.

I believe that this plan shall help guide us toward selecting the best candidate for the role, and I look forward to discussing this with you during the School Committee meeting on September 10. I thank you for your ongoing dedication to this critical work.

Sincerely,

---

Mayor E. Denise Simmons

## Superintendent Search Process DRAFT Timeline for CPS (Updated 09/2024)

Phase	Suggested Time Allotment	Description of Suggested Events or Tasks
<b>Planning</b>  <span style="color: magenta;">Oct. 01- Oct. 31</span>	3-4 Weeks	<ul style="list-style-type: none"> <li>● <b>SC reviews desired search process</b></li> <li>● <b>SC of the Whole discusses items such as:</b> <ul style="list-style-type: none"> <li>○ Short &amp; long term district goals (district plan)</li> <li>○ District strengths &amp; challenges</li> <li>○ Characteristics desired in the next Superintendent (creation of draft Leadership Profile &amp; Selection Criteria document)</li> <li>○ Stakeholder input process</li> <li>○ Identify Search firm if desired</li> </ul> </li> </ul>
<b>Engagement</b> <span style="color: magenta;">Nov. 01- Dec. 15</span>	4-6 Weeks  <span style="background-color: yellow;">Suggested Job Offer Target 1 of 3 = Dec of 2024</span>	<ul style="list-style-type: none"> <li>● <b>Search Firm:</b> Gather stakeholder input through interviews, surveys &amp; focus groups to build the leadership profile &amp; selection criteria</li> </ul>
<b>Advertising</b>  <b>Recruiting</b>  <b>Reference Checking</b>  <span style="color: magenta;">Dec. 16 - Jan. 31 (02/07)</span>	6-8 Weeks	<ul style="list-style-type: none"> <li>● <b>Search Firm:</b> Develop position posting using:             <ul style="list-style-type: none"> <li>○ Input received from stakeholder groups</li> <li>○ Description of CPS &amp; the Cambridge community</li> <li>○ Include key dates/timeline as determined by SC discussions</li> </ul> </li> <li>● <b>SC</b> reviews &amp; approves draft position posting</li> <li>● <b>Search Firm:</b> Seek candidates through job postings, advertisements and active recruitment</li> <li>● <b>Search Firm:</b> Conduct reference checks on all potential candidates</li> <li>● <b>Search Firm:</b> Conduct individual interviews with all potential candidates to be moved forward to the School Committee for consideration to interview. The SC created Leadership Profile should be used as part of this step.</li> </ul>
<b>Selection</b>  <span style="color: magenta;">Feb. 01 - Mar 15</span>	4-6 Weeks	<ul style="list-style-type: none"> <li>● <b>SC &amp; Search Firm</b> meet to review all applicants</li> <li>● <b>SC:</b> The CPS Leadership Profile &amp; Selection Criteria documents are used to discuss candidates &amp; determine best-qualified candidates             <ul style="list-style-type: none"> <li>○ <b>SC:</b> Confirms <u>Round #1 candidates</u> to interview</li> </ul> </li> <li>● <b>SC &amp; Search Firm</b> review the interview process &amp; prepare interview questions</li> <li>● <b>SC with support from Search Firm</b> conducts Round #1 interviews</li> <li>● <b>SC:</b> Based on Round 1 interviews, finalist candidates are identified</li> <li>● <b>SC with support from Search Firm</b> conducts <u>interviews with Finalists</u> and site visits as appropriate</li> <li>● <b>SC</b> selects <u>Finalist</u></li> <li>● <b>Search Firm</b> informs all candidates of outcome</li> </ul>
<b>Transition</b>  <span style="color: magenta;">Mar. 16 - Apr 18</span>	3-4 Weeks  <span style="background-color: yellow;">Suggested Job Offer Target 2 of 3 = Apr of 2025</span>	<ul style="list-style-type: none"> <li>● <b>SC</b> ensures all steps of a hiring validation process have been completed prior to official contract offer</li> <li>● <b>Search Firm</b> assists the School Committee with contract preparation</li> <li>● <b>SC</b> negotiates contract and announcement agreement with selected finalist</li> <li>● <b>SC</b> takes action at a regularly scheduled SC meeting to employ new Superintendent</li> <li>● <b>Superintendent begins position 07-01-2025</b></li> <li>● <b>SC &amp; Superintendent</b> engage in a retreat to clarify vision, goals, priorities, roles/responsibilities, and other matters as appropriate.</li> </ul>
	<span style="background-color: yellow;">Suggested Job Offer Target 3 of 3 = Dec of 2025</span>	



