



June 20, 2023

TO THE HONORABLE MEMBERS OF THE SCHOOL COMMITTEE

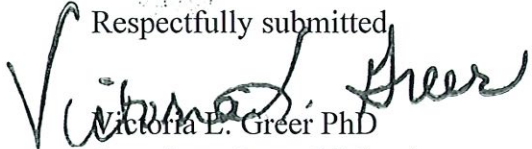
Approval of the Position of Chief of Staff

Recommendation: That the School Committee approve the hiring of a Chief of Staff

Description: The former Chief Strategy Officer, took another position in May. We desire to reclassify the Chief Strategy Officer position to a Chief of Staff position. It is believed that this position will be able to support the Executive Leadership Team structure, therefore upon Dr. Turk's retirement it is recommended that we do not fill the Deputy Superintendent position.

Dr. Turk cannot be replaced and should be honored. It is important to CPS to honor Dr. Turk's forty-six (46) years of service to Cambridge Public Schools to solidify her legacy by being the last person to hold the Deputy Superintendent's position.

Supporting Data: Attached Chief of Staff job description.

Respectfully submitted,

Victoria E. Greer PhD
Superintendent of Schools

NOTICE OF VACANCY

Position: Chief of Staff
Office of the Superintendent

Reports To: Superintendent of Schools

Overview:

Cambridge is a vibrant, diverse city and a central hub and driver of the nation's innovation economy. Home of the renowned educational institutions of Harvard and MIT, Cambridge is also the center of an impressive array of biotechnology, science, and information technology companies.

Educating about 7,000 students JK-12, the Cambridge Public Schools includes award-winning faculty, cutting edge technology, and innovative programs. While each of our public schools is unique, they are joined in a shared vision of an inclusive, safe, and high quality learning experience for every student. Over 30% of CPS students speak a language other than English at home, and over 70 languages are spoken by our families. Among the most common are Spanish, Haitian Creole, Amharic, Arabic, Bengali, Chinese, and Portuguese. Our schools and community proudly embrace our cultural and linguistic diversity.

The Role:

The Chief of Staff assists the Superintendent in establishing, articulating and supporting the district vision and the attainment of the goals and objectives as outlined in the district's strategic plan. The Chief of Staff serves as the Superintendent's liaison in monitoring and facilitating progress of staff-led projects and initiatives while ensuring that such work is responsive to the needs of all stakeholders and is managed effectively and efficiently. The Chief of Staff provides on-going assurance for the Superintendent that all divisions and departments of the Cambridge Public Schools are in accordance with district policies, improvement plans, and procedures.

Responsibilities:

- Advise the Superintendent on operational and planning activities, their timelines and implications.
- Assist in the supervision of activities of senior staff reporting to the Superintendent.
- Manage the day-to-day operation of the Office of the Superintendent.
- Participate with the Superintendent and other senior staff in strategic planning, policy development and problem resolution of complex issues and needs.
- Facilitates and oversees the implementation of strategic initiatives outlined in the district's strategic plan.
- Develop collaborative service delivery methods across the district central office. Design and develop effective teams and organizational structures within the district central office.
- Encourage effective practices and methods that facilitate the continuous improvement of district service delivery.
- Assure coordination of divisional activities with other units and contribute to school improvement efforts. Assists in problem-solving between and among offices on issues involving the Superintendent's office input.
- Prepare correspondence and reports for the Superintendent.
- Review and amend, as necessary, all formal documents and reports requiring the Superintendent's approval and/or signature.
- Represent the Superintendent at meetings, conferences, etc., as needed and required.
- Resolve and/or mediate problems and disputes, as necessary under the direction of the Superintendent.

- Interact effectively with the general public, school department staff, governmental and community agency staff.
- Carry out all additional duties and responsibilities either assigned by the Superintendent or necessary for the effective and efficient operation of her office and the school system.
- Serves as a member of the Superintendent's Executive Leadership Team
- Serves as the key liaison between the Deputy City Manager, Mayor's Educational Liaison and the Superintendent.

Professionalism:

- Upholds and enforces district policies, administrative procedures and district rules and regulations.
- Actively seek out and attend approved local and national professional meetings, conferences and institutes to keep abreast of current research, trends, and practices in education.
- Maintains appropriate work habits, including regular and punctual attendance, and maintains appropriate relationships with other staff and leaders.
- Strives to communicate the positive aspects of CPS to the public in word and deed.
- Thoughtfully and actively represent the district as an effective, approachable, and responsive leader.
- Attends and participates in council, board and committee meetings as required.

Key Competencies:

The ideal candidate will demonstrate the following:

Vision and Courage to Ensure All Students Achieve:

- Demonstrates belief and holds self and others accountable for reaching high academic achievement of all students.
- Secures buy-in for the district's vision.
- Comfortable addressing matters of equity, race, and bias in decision-making.

Influence and Leadership:

- Demonstrate leadership presence that gains the confidence of others.
- Comfortable pushing a group's thinking and challenging ideas to enable better decisions.
- Skillfully navigate political structures, relationships, and dynamics to improve results for students.
- Actively listen to others, understand nuance, and effectively interpret motivations/perceptions. Able to integrate feedback from others to achieve better results.
- Communicates effectively, tailoring messages for the audience, context, and mode of communication.
- Build positive relationships and coalitions. Maintain visibility and work collaboratively with diverse stakeholders at all levels (i.e. district staff, students, families, communities, advocacy groups, etc.)

Strategic Planning and Effective Execution:

- Proactively offer innovative solutions to seemingly intractable problems.
- Demonstrate critical thinking skills and the ability to analyze data, identify trends, and diagnose root causes.
- Exhibit a strong focus on goals and results. Sets clear metrics for success.
- Demonstrates excellent project management skills, including close attention to detail, ability to balance the big picture with detailed steps to reach the end goal, and ability to balance multiple projects under tight deadlines.
- Continuously monitors progress and demonstrates persistence to overcome obstacles to achieve goals.

Effective Change Management:

- Ability to develop and execute approaches to preparing and supporting individuals, teams and the organization in making systemic improvements district wide.
- Ability to use methods that redirect or redefine the use of resources, processes, budget allocation, or other modes of operation that significantly shift/change an organization.
- Create an environment that encourages systemic improvement of practice over time.

- Use a structured approach to ensure changes are implemented successfully to support sustainable change at scale.

Team Leadership and Management:

- Build and lead effective teams to achieve ambitious goals.
- Assess team and individual skills, identifies development needs, and provides feedback and support to improve practice, build capacity, and maximize talent.
- Promote professional learning and utilize effective adult learning techniques.
- Lead team to collaborate with other departments, teams, and stakeholders.

Perform all other duties as assigned.

Qualifications:

- Master's degree from an accredited college or university in a related field;
- Experience managing teams in comprehensive assignments relating to building and sustaining internal and external relationships and partnerships
- 5 years experience in urban education, government, communications and/or public relations
- 3 years experience working on and with a senior level leadership team
- Experience in project management, including the ability to identify, develop, and deploy resources across multiple initiatives
- Demonstrated ability in managing fiscal and human resources for a large organization
- Strong interpersonal, written and verbal communication skills
- A strong ability to manage multiple projects and navigate complex relationships
- Management and supervisory experience
- Effective in team dynamics and team-based organizations
- Proficiency with varied databases, including Google Suite
- Experience working effectively with a wide range of constituencies in a diverse community
- Massachusetts DESE Licensure at the Superintendent/Assistant Superintendent level is highly preferred

Cambridge Public Schools is committed to slowing and/or stopping the spread of COVID-19. Therefore, as a condition of employment with Cambridge Public Schools, all new hires will be required to be fully vaccinated for COVID-19 no later than their first day of work. Written requests for either a religious exemption from this requirement based on sincerely held religious beliefs, or for a medical exemption based upon clear documentation from a medical provider should be submitted to the attention of the Chief Talent Officer.

Salary: \$195,789.77- \$232,536.33, commensurate with qualifications and experience, along with a generous benefits package.

PS# TBD

How to Join Our Team:

Please upload a resume and thoughtful cover letter, outlining how your skills, experience, and commitment to equity in education meet the qualifications of the position.

The Cambridge Public Schools is committed to cultivating an environment where diverse perspectives and backgrounds are embraced, acknowledging that a team reflecting diversity of race, color, ancestry, national origin, religion, age, gender, marital/domestic partner status, sexual orientation, gender identity, disability status, and veteran status allows us to serve our communities better. To that end, we welcome and encourage applicants to bring their authentic selves when considering employment opportunities within our school district.