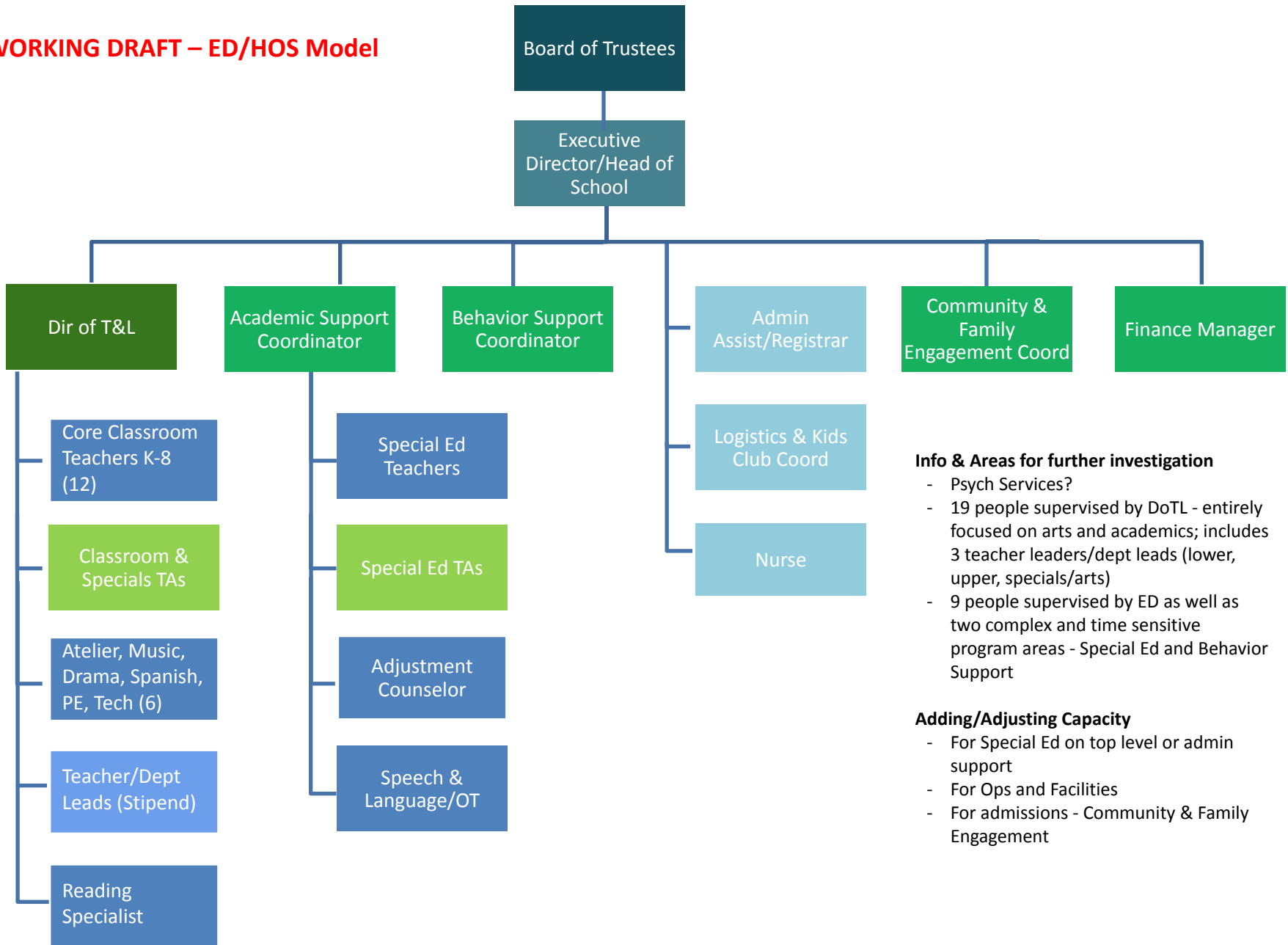


**WORKING DRAFT – ED/HOS Model**



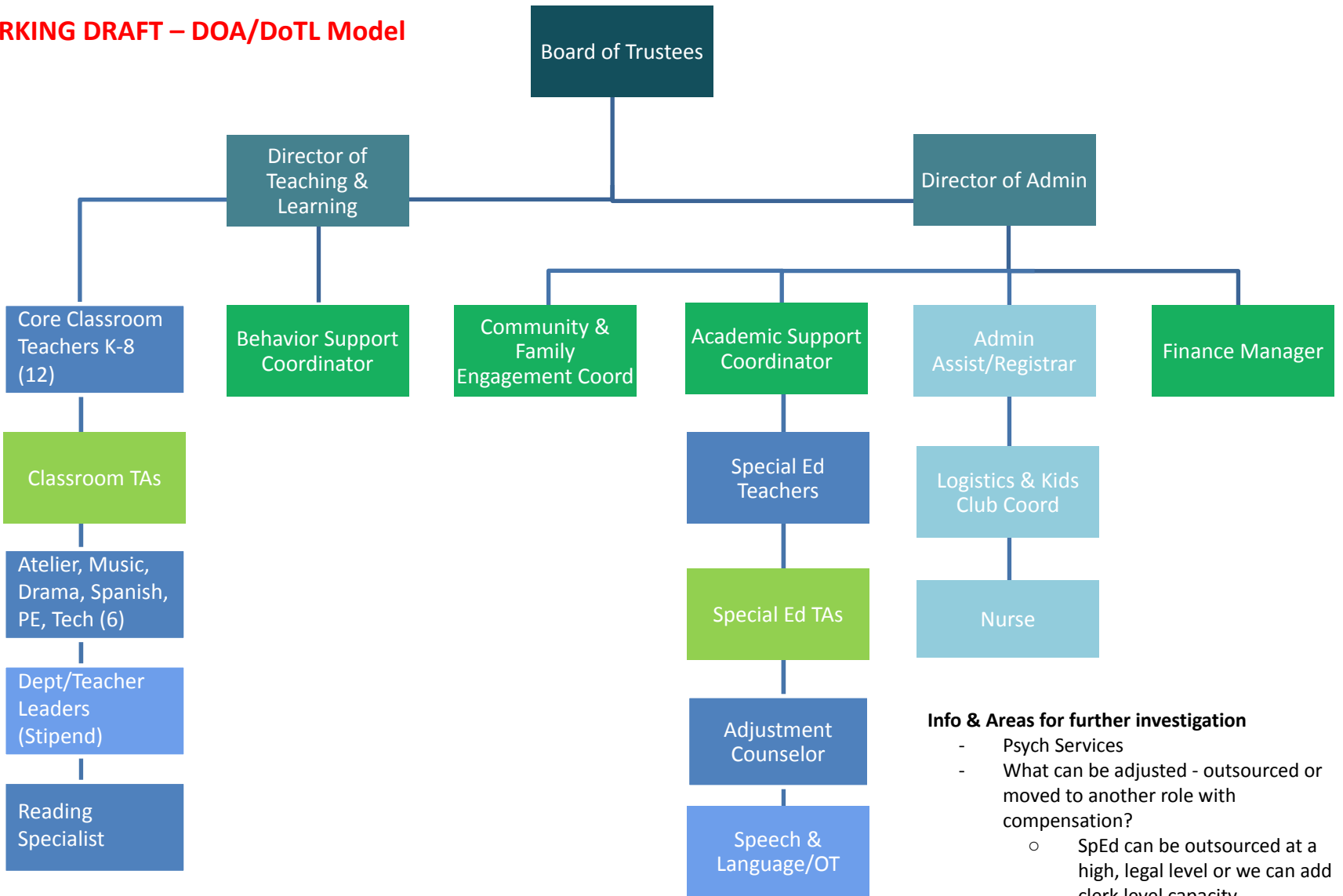
**Info & Areas for further investigation**

- Psych Services?
- 19 people supervised by DoTL - entirely focused on arts and academics; includes 3 teacher leaders/dept leads (lower, upper, specials/arts)
- 9 people supervised by ED as well as two complex and time sensitive program areas - Special Ed and Behavior Support

**Adding/Adjusting Capacity**

- For Special Ed on top level or admin support
- For Ops and Facilities
- For admissions - Community & Family Engagement

**WORKING DRAFT – DOA/DoTL Model**



**Info & Areas for further investigation**

- Psych Services
- What can be adjusted - outsourced or moved to another role with compensation?
  - o SpEd can be outsourced at a high, legal level or we can add clerk level capacity (documentation, coordination)
  - o Admissions - could be moved to Community and Family Engagement?
  - o Facilities oversight



# HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

## INTERIM EXECUTIVE DIRECTOR

### Job description

#### IMPORTANT NOTE ABOUT THESE ROLES:

*This model differs from the current work with an ED taking on behavior response oversight as well. This feels like overload on the ED, much as it did for DoTL.*

2 possible models:

#### A) **This version: ED and DoTL**

**ED:** BoT and external relationships, Strategic planning and systems, operations and facilities, oversight of Special Education, SEL/mental health team and behavior support and response (it's unusual for an ED to oversee this part of the work with the level of external demands they have)

**DoTL:** Arts and academics, curriculum, instruction, assessment, teacher support, development and evaluation

*This model is reasonable for the DoTL but overloads the ED. The ED role would be more manageable if we*

- *ensure the SBSC role is able to really lead the bulk of this work (add capacity to SBSC role)*
- *add a PT Special Education Director or if current ASC has capacity, add administrative/clerical support for SpEd*
- *give admissions to Family and Community Engagement, increasing that role and compensation*

*What are the budget implications for this, plus potential dept/grade band leads?*

#### B) **Existing Model: DoA and DoTL**

**DoA:** BoT and external relationships (shared), Strategic planning and systems (shared), operations and facilities, oversight of Special Education and Special Ed teachers

**DoTL:** Arts and academics, curriculum, instruction, assessment, teacher support, development and evaluation, SEL/mental health team and behavior support and response

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See links to other examples of ED postings from somewhat similar charters [here](#).

#### INCLUDE A GREAT LITTLE BLURB ABOUT HCCPS here.

Hilltown is at an exciting and pivotal moment of transition and seeks an experienced, collaborative and passionate school administrator to serve as Interim Executive Director (ED) for the 2024-2025 school year, with the opportunity for a permanent role in 2025-2026 and beyond. The ED has a unique opportunity to guide the Hilltown community through an inclusive re-visioning and restructuring process, taking the exceptional work of the school's last 20 years into the future, to foster a thriving and equitable community and success for all students.



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

The ED will guide the community through the restructuring process laid out in the school's Long Range Plan, deepening arts integration, moving forward on JEDI (justice, diversity, equity and inclusion) goals and solidifying the right leadership and structures for the school. It is our intention and hope that this leader will take on one of the permanent leadership roles identified through this process, and guide the school forward over many years to come.

This is a unique opportunity for an equity-driven, visionary leader to increase our impact, foster a thriving and equitable community and success for all learners.

### **RESPONSIBILITIES** Key program areas highlighted for review: **Special Education** **Behavior Support**

#### **Strategic and Long Range Planning**

- Center students, families, staff and the mission and vision of HCCPS in all decisions and processes related to planning and strategy
- Lead and collaborate with the Board of Trustees (BoT) and other stakeholders on the continued work of the Long Range Plan, including establishing a clear shared vision of Hilltown going forward and the systems, structures and staffing aligned to it
- Ensure policies and processes align with JEDI and our school mission and vision
- Lead organizational change initiatives, empowering staff at all levels and creating opportunities for meaningful, shared leadership and decision-making
- Manage Charter Renewal, strategic planning and oversee other accountability and reporting requirements
- Establish, communicate, implement, and monitor shared goals and metrics for initiatives, adjusting strategically to meet longer term outcomes
- Use data and JEDI practices to inform continuous growth
- Serve on the BoT, Finance and Facilities Committees, Domain Council

#### **Finance and Budget**

- Partner with the Director of Finance to develop sustainable budgets and long-term financing strategies that align with and support the vision and strategic priorities of the school.
- Oversee management of the school's budget to uphold a strong financial position, maintain full compliance with all fiscal requirements, and support improved financial management practices.
- Establish opportunities with the Board of Trustees and Friends of Hilltown to fundraise for operating and upcoming capital needs.
- Contribute to and secure grant and other funds and drive financial leadership

#### **Operations and School Management**

- Oversee the daily operations of the school, including all procedures and practices to ensure a smooth, safe experience for students, families, faculty and staff (arrival, lunch, dismissal, after school activities, athletics)
- Develop and refine the school schedules and calendar, aligned with internal, external and local criteria
- Oversee and manage facilities
- Collaborate with local officials as needed to ensure smooth operations, coordinate transportation and resolve issues proactively and as they arise
- Manage front office staff and operations team
- Partner with team members to ensure systems, processes, facilities, and technology meet compliance requirements, gain new efficiencies, and be sustainable now and in the future
- Oversee all aspects of Admissions, including staff and systems for the lottery, tours, etc.

#### **Leading People**



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

- Manage HR and personnel aspects of the school in collaboration with the **DoTL**
- Supervise and evaluate DoTL, Director of Academic Supports, Finance Manager, and Family and Community Engagement Coordinator
- Supervise and evaluate additional management and operational staff
- Lead organizational initiatives in collaboration with the **DoTL**, empowering and engaging staff at all levels
- Establish shared leadership structures, including a School Leadership Team, that mobilize the talents of the team and maximize efficiency
- Clearly define and communicate roles and responsibilities across leadership, faculty and staff to strengthen understanding, execution and teamwork
- In partnership with the BoT and leadership team, foster a shared sense of purpose, community, and equity across grades
- Strengthen internal communications systems and practices to gather and leverage team insights and ensure alignment across all community members.
- Collaborate with the **DoTL** to support and grow our excellent team:
  - recruit, attract, hire, and retain top talent with a particular focus on JEDI and aligned to HCCPS's core values
  - develop and implement a refined system of staff support and development, including onboarding, mentoring, goal setting, coaching and evaluation
- Demonstrate cultural competence; engage in continual self-assessment around issues of difference and coach others on equity, anti-racism, and liberatory principles.

### Academic and Arts Program

- Oversee the DoTL and ensure that academic and arts initiatives and programming align with the mission and goals of the school
- Oversee Special Education department and programming in support of the Academic Support Coordinator
- Oversee Special Education programming and communication
- Serve as primary contact for reporting related to special education and student services
- Ensure budgets, grants and resources are effectively allocated to meet arts and academic goals

### Building Community

- Center students in all decisions, systems and protocols related to culture and community
- Supervise, coach and evaluate Student Behavior Support Coordinator and mental health/SEL team
- Serve as primary contact for disciplinary hearings and reporting related to behavior response and bullying
- Cultivate strong relationships with students through informal communication, formalized structures and leadership opportunities, and ongoing engagement
- Build trusting, supportive relationships with teachers to maximize their investment in the school
- Collaborate with caregivers, staff, and the BoT to implement and uphold positive and community sustaining communication and collaboration (e.g., a community compact for how we engage with each other).
- Partner with families, caregivers, and community members, engaging them directly in establishing the vision of the school going forward and in supporting the overall mission of the school through opportunities to contribute.
- Foster two-way communication between stakeholders to refine programs to best meet community needs; problem solve and mediate communication between stakeholders as needed.
- Collaborate with the Community Engagement Coordinator to continue to revitalize events and community engagement and collaboration.
- Elicit ongoing feedback and leverage data to improve our community connection.

### External Engagement and Accountability



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

- Lead and manage all required accountability reports, including Charter Renewal, Annual Report, Accountability Plan
- Serve as the primary spokesperson, managing communications with external entities, including the Department of Elementary and Secondary Education, governmental leaders, Easthampton Public Schools, the Massachusetts Public Charter School Association, Friends of Hilltown, other funding organizations, donors, community partners, and the media.
- Collaborate with the Board of Trustees to ensure alignment with the school's mission, charter, strategic vision, and accountability plan.

### QUALIFICATIONS

- Master's Degree in education or related field
- Minimum 5 years of school experience teaching, leading or managing initiatives; experience leading at the K-5, 6-8 or K-8 levels preferred
- Minimum 3 years successful leadership experience in education, non-profit organizations or a related field.
- Commitment to project-based learning, arts integration, partnering with families and community and fostering justice, equity, diversity and inclusion.
- Evidence of alignment with the HCCPS inclusive, arts-focused approach to education and commitment to helping every child succeed.
- Highly effective communication and interpersonal skills.
- Strong systems work and organizational skills
- Exceptional team leader, capable of inspiring and motivating a high-performing dedicated team and building internal and external coalitions.
- Strong understanding of adult learners and cultivating effective, productive shared and distributed leadership.
- Skillful at change management, solving complex challenges and navigating political environments.
- Experience developing or contributing to and executing a strategic plan.
- Demonstrated success in hiring and developing talented staff, building teams, and ensuring collaboration across teams.
- Successful track record with financial and budget management in high compliance environments.
- Success in securing philanthropic support from individuals, foundations and corporations preferred.
- Highly reflective practitioner, committed to transparency and seeking regular feedback to improve

### Benefits

This position offers a competitive salary range of \$115,000-\$130,000 commensurate with experience and qualifications. It offers robust benefits, including medical, dental, and retirement. More details can be provided upon request.

For additional questions about this position or to speak with someone about your interest, please contact [ADD HERE](#)



# HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

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## OTHER EXAMPLES - 2 different charters in MA posted this spring

### Example from McAuliffe

Christa McAuliffe Charter School, Framingham MA Executive Director - Position Summary

Christa McAuliffe Charter School's Board of Trustees is seeking an experienced, facilitative and passionate school administrator to provide leadership to the school beginning July 1, 2024. The Executive Director (ED) should bring the following experience and have demonstrated experience in managing complex organizations in an educational setting. The ED will lead our school community in achieving academic excellence and fostering a supportive and inclusive learning environment. The ED will be responsible for

providing strategic leadership, overseeing all aspects of school operations, and ensuring the school's continued growth and success. The Executive Director should have the ability, skills, and experience to build productive relationships with McAuliffe's students, staff, community, leadership team, Board of Directors, consultants, and other key stakeholders and partners. The ideal candidate is an experienced administrator at a District or School level with an understanding of public compliance and academic systems. The Executive Director will report to the Board of Trustees and directly manage the leadership team's performance. The ED must be able to spend time in the communities in which McAuliffe operates.

Key responsibilities include, but are not limited to:

#### Leadership and Vision:

- Develop and communicate a clear vision for McAuliffe's growth and excellence in alignment with the school's mission and values.
- Provide recommendations in alignment with the Board's vision and values leading to short and long-term organizational capacity.
- Support operations and administration of the Board by advising and informing Board members, and interfacing between the Board and staff.

#### Strategic Planning:

- Lead the development and execution of short-term and long-term strategic plans in collaboration with the school's Board and varied stakeholders.
- Work with the Board of Trustees, McAuliffe Foundation board, leadership team, key funders, and partners to ensure effective implementation of existing strategic priorities.

#### Operations Management:

- Assess and oversee all operational aspects of the school, including budgeting, financial management,



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

facilities management, and compliance with all relevant regulations and policies.

- Support cross-functional team collaboration by organizing and facilitating leadership team meetings to engage, inform, and collaborate on key topics of importance.

### Academic Excellence:

- Work closely with the academic leadership team to ensure the development and implementation of a rigorous and innovative academic curriculum, based on EL Education mission and curricula, which meets the needs of a diverse student population.

### Community Engagement:

- Communicate the Board's vision and provide management, leadership, and direction to the school community in a manner that assures the organization, its mission, programs, and services are presented accurately and reflect care and commitment towards the McAuliffe community's needs.
- Foster positive relationships with students, parents, staff, and the local community to promote a collaborative and supportive educational environment.
- Communicate regularly with staff and community via weekly or bi-monthly updates. Manage robust public transparency systems, including public compliance and internal and external reporting.

Fundraising and Development: Identify and pursue opportunities for fundraising and development to support the school's programs and initiatives.

### Human Resources:

- Recruit, develop, and retain a high-performing team of educators and staff members, fostering a positive and inclusive work culture.
- Engage with the leadership team and other stakeholders, when necessary, to hire critical positions across the organization.
- Oversee the creation, implementation, and fidelity to all personnel policies and practices.
- Engage with staff to meet the varied needs including: financial management, compliance, human resources, contract negotiation, facilities management, vendor management, fundraising and marketing, student recruitment and retention, staff recruitment and retention, and legal.

-

### Qualifications

- Proven ability to lead and inspire a team of educators and staff members to achieve common goals.
- Experience managing diverse teams demonstrating high emotional intelligence, authenticity, integrity, and compassion.
- Excellent communication and interpersonal skills, with the ability to build strong relationships with diverse stakeholders.
- Strong knowledge of current educational practices and trends, including experience with curriculum development and implementation.





## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

- Demonstrated success in budget management, fundraising, and organizational development.
- A Master's degree in Education, Educational Leadership, or a related field.
- A minimum of 5 years of experience in educational leadership, preferably in a MA charter school setting.
- Experience with EL Education is preferred.

Application Process: Please submit a resume, a cover letter outlining your vision for the Christa McAuliffe Charter School, and contact information for three professional references. Applications should be submitted as a consolidated pdf file via email to the Executive Director Search Committee at [edsearch@mcauliffecharter.or](mailto:edsearch@mcauliffecharter.or), by February 9, 2024 The Christa McAuliffe Charter School is an equal opportunity employer and is committed to fostering a diverse and inclusive work environment. We encourage applicants from all backgrounds to apply

### **Another sample from NHCS - also in transition:**

NHCS stands at a crucial juncture as it seeks its next Executive Director to guide the school's educational outcomes and navigate the next phase of the school's positive community impact. The Executive Director will guide the NHCS community through an inclusive and collaborative process, steering the development and execution of a clear and focused strategic plan for 2024 and beyond. In addition to this overarching objective, the Executive Director will play a key role in driving fundraising initiatives and ensuring operational and cultural alignment across NHCS's three schools.

NHCS is in the midst of an intensive anti-racist and liberatory design journey. This work has led to the adoption of Design Principles that are core to the culture of the organization and community: Joyful Rigor, Sense of Self/Sense of Purpose, Good Trouble, Greater than the Sum of our Parts, and Rooted in Love. The Executive Director must be a strong advocate for NHCS's anti-racist values and the belief that every child can be successful, no matter their background, in order to maintain and accelerate the momentum in these areas.

NHCS has experienced tremendous growth since opening its high school in 2016. Combined with the impact of COVID-19 on schools nationwide and the imperative to find a new high school facility, the next Executive Director will inherit an organization in the midst of this dynamic change and opportunity.

As NHCS charts its course forward, the Executive Director will play a pivotal role in steering the organization through this period of change and ensuring its continued positive impact on the community.

### **RESPONSIBILITIES**

Continue to develop and execute on the design journey and strategic plan



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

Continue to enrich, support and develop a clear and actionable strategic plan in partnership with the Board and senior leadership team.  
Clearly define, communicate, and develop accountability measures related to the school's DEI & anti-racist vision and mission.  
Identify areas of strategic and programmatic focus and assess existing initiatives to ensure alignment with strategic outcomes.  
Ensure scholars' academic and post-graduate success through strong partnership development across industries and educational opportunities.  
Lead organizational change initiatives, bringing along staff across all levels of the organization.

### Achieve significant fundraising opportunities and drive financial leadership

Establish mechanisms and opportunities with the Board of Trustees and Director of Development to fundraise for operating and upcoming capital needs.  
Partner with the Finance Director to develop sustainable budgets and long-term financing strategies that align with and support the strategic priorities of the school.  
Manage the school's budget to uphold the strong financial position of the school, maintain full compliance with all fiscal requirements, and further ongoing efforts to improve effective financial management practices.

### Lead and engage across the organization with a clear cascade of desired outcomes

Lead organizational change initiatives, with mechanisms to empower and engage staff across all levels of the organization.  
Clearly define and communicate roles and responsibilities across the leadership team to strengthen accountability, transparency, and understanding.  
In partnership with the leadership team, foster a shared sense of purpose, community, and equity across three schools and two campuses.  
Strengthen internal communications systems and practices across the leadership team to ensure alignment across all levels and roles at NHCS.  
Partner with leadership to ensure systems, processes, facilities, and technology can meet compliance requirements, gain new efficiencies, to be sustainable in the future, and support ongoing demands across multiple buildings.  
In support of ongoing school redesign journey, ensure policies and processes align with NHCS's stated anti-racist mission.

### Deeply engage in external stakeholder engagement

Partner with families, caregivers, and community members as close collaborators, engaging them directly in supporting the overall mission and vision of the organization.  
Serve as the primary spokesperson, managing communications with external entities, including the Department of Elementary and Secondary Education, governmental leaders, Boston Public Schools, the Massachusetts Public Charter School Association, the Boston Charter Alliance, funding organizations, donors, community partners, and the media.  
Collaborate with the Board of Trustees to ensure alignment with the school's mission, charter, strategic vision, and accountability plan.



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

Prepare for, and lead NHCS through, next year's charter renewal process.

Develop, hire, and retain top talent aligned to the core values of NHCS

Attract, hire, and retain staff at all levels of the organization who are aligned with NHCS's core vision and mission.

Provide oversight to strengthen the onboarding process for new teachers and staff.

Prioritize retention efforts, particularly for staff of color and underrepresented populations.

Demonstrate cultural competence; engage in continual self-assessment around issues of difference and coach others on equity, anti-racism, and liberatory principles.

### QUALIFICATIONS

Proven leadership experience in urban education or a related field.

Evidence of philosophical alignment with the NHCS's inclusive approach to education and commitment to helping every child be successful within the NHCS setting.

Strong understanding of and adept skill at successfully employing change management strategies during periods of organizational growth.

Experience developing and executing a strategic plan.

Exceptional team leader, capable of inspiring and motivating a high-performing diverse team and building internal and external coalitions.

Demonstrated success in cultivating and securing philanthropic support from individuals, foundations and corporations.

Inspirational communication and interpersonal skills.

Proven experience representing an organization to myriad audiences, serving as an effective spokesperson to build coalitions, raise funds, and increase awareness.

Demonstrated success in hiring and developing talented staff, building teams, and ensuring collaboration across teams.

Successful track record with financial and budget management of comparable scale in high compliance environments.

Master's degree in Education or related field (preferred).

### Benefits

This position offers a competitive salary range of \$180,000 - \$215,000, and robust benefits including medical, dental, and retirement. More details can be provided upon request.

For additional questions about this position or to speak with someone about your interest, please contact Floricet Diaz at [fdiaz@edgilityconsulting.com](mailto:fdiaz@edgilityconsulting.com).

Neighborhood House Charter School (NHCS) is committed to being an anti-racist organization. The work of racial justice does not belong to a department or position; it is the responsibility of every member of our community - scholar, family, and educator. As an educational organization, we are committed to continual growth and learning so everyone can find a safe place to belong and walk on their own anti-racist journey in the midst of a racially diverse and vibrant community.



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

This will ensure that we, as an organization, reflect, equip, and care for all.

We are an equal opportunity employer and it is our policy to provide equal opportunity for all applicants and employees without regard to race, color, religion, gender or gender identity, sexual orientation, veteran status, genetic information, age, disability, marital status or any other basis protected by federal, state or local laws. We encourage you to apply even if you feel that you do not meet all the stated requirements for the position.



# HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

## DIRECTOR OF TEACHING & LEARNING

### Job description

#### IMPORTANT NOTE ABOUT THESE ROLES:

*This model differs from the current work with an ED taking on behavior response oversight as well. This feels like overload on the ED, much as it did for DoTL.*

2 possible models:

A) ***This version: ED and DoTL***

**ED:** BoT and external relationships, Strategic planning and systems, operations and facilities, oversight of Special Education, SEL/mental health team and behavior support and response

**DoTL:** Arts and academics, curriculum, instruction, assessment, teacher support, development and evaluation

*This model is reasonable for the DoTL but may really overload the ED.*

*A note on hiring: normally the ED would hire the DoTL, but given the emergency timeline, we would need to launch the process for both and engage an ED as soon as possible in the hiring of the DoTL*

*If we ensure the SBSC role is able to really lead the bulk of this work and we add a PT Special Education Director or Clerk, and give admissions to Family and Community Engagement, the ED role would be more manageable. However it's unusual for an ED to oversee behavior response and the community and culture in that way as they are usually higher level.*

B) ***Existing Model: DoA and DoTL***

**DoA:** BoT and external relationships (shared), Strategic planning and systems (shared), operations and facilities, oversight of Special Education and Special Ed teachers

**DoTL:** Arts and academics, curriculum, instruction, assessment, teacher support, development and evaluation, SEL/mental health team and behavior support and response

See link to current DoTL JD [here](#).

#### INCLUDE A GREAT LITTLE BLURB ABOUT HCCPS here.

Hilltown is at an exciting and pivotal moment of transition and seeks an experienced, collaborative and passionate school leader to serve as Interim Director of Teaching and Learning (DoTL) for the 2024-2025 school year, with the opportunity for a permanent role in 2025-2026 and beyond. The DoTL has a unique opportunity to collaborate with the Executive Director on an inclusive re-visioning and restructuring process, taking the exceptional work of the school's last 20 years into the future, to foster a thriving and equitable community and success for all students.



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

The DoTL will contribute to this work, laid out in the school's Long Range Plan, deepening arts integration, moving forward on JEDI (justice, diversity, equity and inclusion) goals and solidifying the right leadership, structures and grade configurations for the school. It is our intention and hope that this leader will take on one of the permanent leadership roles identified through this process, and lead over many years to come.

This is a unique opportunity for an equity-driven, visionary leader to increase our impact, foster a thriving and equitable community and success for all learners.

**RESPONSIBILITIES - Key program areas highlighted for review: Special Education Behavior Support**

### Academic and Arts Program

- Center students and the HCCPS mission and vision in all decisions about academics and arts
- Establish and communicate a cohesive and inspirational vision of arts and academics at HCCPS where all learners can thrive, and ensure program materials and approaches drive towards this vision
- Lead the ongoing implementation, evaluation and refinement of curriculum and instruction across content areas and grade levels
- Lead arts integration and staff development and collaboration to continuously improve in this area
- Develop and leverage effective assessment and data practices, including looking at student work and other data sources to guide refinements in instruction and curricular plans
- Collaborate with the Academic Support Coordinator to lead the development and implementation of a multi-tiered system of support that elevates the talents of all learners and ensures systematic responses to research-based interventions and scaffolding for all learners' success
- Ensure students have access to the right academic program for them - manage class configurations and placement processes and decisions in collaboration with classroom teachers
- Leverage student and family input to refine class placements and the academics and arts program
- Leverage the arts and specials staff expertise to deepen integration and interdisciplinary work towards a cohesive, arts-centered academic program
- Collaborate with the Family and Community Engagement Coordinator to lead and support celebrations of learning and other events that showcase arts and academics
- Attend training and development opportunities to stay continuously abreast of new learnings and developments in education

### Planning and Project Management

- Establish, communicate, implement, and monitor shared goals and metrics for academic and arts initiatives, adjusting strategically to meet longer term outcomes
- Create clear project plans and sequenced professional learning to pace improvements and implementation of academic and arts related goals
- Communicate and monitor timelines and action steps for academic goals
- Collaborate with the Board of Trustees (BoT) and other stakeholders on the continued work of the Long Range Plan as relates to the academic and arts programming
- Ensure academic policies and processes align with JEDI and our school mission and vision
- Lead academic initiatives, empowering staff at all levels and creating opportunities for meaningful, shared leadership and decision-making
- Contribute to the Charter Renewal Process and other accountability and reporting requirements
- Use data and JEDI practices to inform continuous growth

### Leading People

- Supervise, coach and evaluate all classroom teachers, arts and specials staff



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

- Lead organizational change initiatives related to arts and academics in collaboration with the ED, empowering and engaging staff at all levels
- Contribute to shared leadership structures, including a School Leadership Team
- Clearly define and communicate roles and responsibilities for arts and academics
- Establish structures, practices and responsibilities for teacher leadership and contribute to increased and effective shared leadership in the school
- Coach and supervise teacher leaders and oversee their assignments (e.g., department chairs or team leads)
- In partnership with the BoT and leadership team, foster a shared sense of purpose, community, and equity across grades.
- Strengthen internal communications systems and practices to gather and leverage team insights and ensure alignment across all community members.
- Collaborate with the ED to support and grow our excellent team:
  - recruit, attract, hire, and retain top talent with a focus on JEDI and aligned to HCCPS's core values
  - develop and implement a refined system of staff support and development, including onboarding, mentoring, goal setting, coaching and evaluation
- Demonstrate cultural competence; engage in continual self-assessment around issues of difference and coach others on equity, anti-racism, and liberatory principles.

### **Building Community**

- Center students in all decisions, systems and protocols related to culture and community
- Cultivate strong relationships with students through informal communication, formalized structures, leadership opportunities, and ongoing engagement
- Build trusting, supportive relationships with teachers to maximize their investment in the school and their own growth and development
- Collaborate with the ED and all stakeholders to implement and uphold positive and community sustaining communication and collaboration
- Communicate clearly with caregivers and community members around academic and arts programming
- Partner with families, caregivers, and community members, engaging them directly in refining arts and academic programming through opportunities to contribute.
- Foster two-way communication between stakeholders to refine programs to best meet community needs; problem solve and mediate communication between stakeholders as needed.
- Collaborate with the Community Engagement Coordinator on relevant events

### **Operations and Finance**

- Oversee systems, tracking and maintenance of all teaching and learning equipment, materials and supplies
- Collaborate with the ED to develop and track budgets for academics and the arts
- Manage academic operations including logistics and oversight for MCAS and other assessments
- Contribute to the development and refinement of an effective schools schedule and daily procedures to maximize academic and arts programming and student success
- Manage and organize student achievement data and collaborate with the ED to leverage insights and make data reports accessible to all necessary stakeholders.
- Contribute to and secure grant and other funds to advance the program and resources

### **External Engagement and Accountability**

- ADD SPECIAL EDUCATION OR DISCIPLINE HERE
- Contribute to required accountability reports, supporting the ED
- Contribute to external communications where appropriate, specifically supporting the ED to communicate academic and arts results and needs
- Collaborate with the Board of Trustees to support alignment with the school's mission, charter, strategic



# HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

vision, and accountability plan.

## QUALIFICATIONS

- Bachelor's Degree in education or related field, Master's preferred
- Minimum 5 years of school experience teaching, leading or managing initiatives at the K-8 level
- Track record of excellent results with K-8 students
- Experience leading academics and arts integration preferred
- Proven success with adult collaboration and leadership
- 2+ years experience in leadership roles in education, non-profit organizations or a related field preferred.
- Deep knowledge and experience with curriculum, instruction and assessment in a K-8 environment
- Commitment to and knowledge of effective and innovative practices in K-8 education, including
  - Supporting diverse learners, including differentiation and Universal Design for Learning
  - Project-based learning, arts integration, field work and authentic experiences
  - Reading and math instruction grounded in learning science
  - Partnering with families and community and fostering justice, equity, diversity and inclusion.
- Evidence of alignment with the HCCPS inclusive, arts-focused approach to education and commitment to helping every child succeed
- Highly effective communication and interpersonal skills.
- Strong systems work and organizational skills
- Exceptional team leader, capable of inspiring and motivating high-performing, dedicated staff
- Strong understanding of adult learners and instructional coaching
- Skillful at change management, solving complex challenges
- Demonstrated success in staff development, building teams, and supporting cross-team collaboration
- Highly reflective practitioner, committed to transparency and seeking regular feedback to improve

## Benefits

This position offers a competitive salary range and robust benefits including medical, dental, and retirement. More details can be provided upon request.

For additional questions about this position or to speak with someone about your interest, please contact ADD

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**DoTL JD from Laura**

The Director of Teaching and Learning has final authority, responsibility and accountability for all decisions and implementation in the Educational Domain. The Director of Teaching and Learning supervises the classroom teaching staff, including Teachers and Teaching Assistants, in a collaborative, supportive and mentoring fashion. This is a leadership position that reports directly to the Board of Trustees that requires strong leadership and communication skills, as well as, the ability to lead collaborative decision-making processes and evaluate and design staffing structures as needed within the educational domain Hilltown operates under a unique shared governance model. As one of the two lead administrators for the school, the Director of Teaching and Learning collaborates with the Director of Administration to lead the daily operation and management of the school.





## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

The following are responsibilities that fall under this position, either in a supervisory role or to be conducted by the Director themselves. Though not exhaustive, this list captures the primary areas of responsibility. This position is similar to a school principal.

### 1. Students

- \*Counsel students and provide primary disciplinary intervention as needed and in accordance with the procedures and policies in the Hilltown Family Handbook.
- \*Work directly with students in classrooms as needed.
- \*Act as the primary contact for bullying concerns, according to the Hilltown bullying prevention and intervention plan.

### 2. Curriculum

- \*Lead the process of developing educational and classroom practice and policy consistent with the school's philosophy, and make final decisions when necessary.
- \*Ensure a cohesive educational approach throughout the school.
- \*Serve as a resource for the school community in understanding and developing our educational model and furthering the mission of the school.
- \*Coordinate and document the dissemination of the educational techniques and models developed and used at the school.
- \*Ensure connection between HCCPS curriculum and assessment methods.

### 3. Staff

- \*Coordinate the hiring of teachers, teaching assistants, substitute teachers and educational consultants subject to Board policy.
- \*Supervise classroom teachers and specialists to ensure that classroom goals, both educational and behavioral, are met and provide feedback to teachers based on direct classroom observations.
- \*Work collaboratively with the Coordinator of Student Services to ensure that all Special Education, ELL, and other student needs are being met within the general education classrooms.
- \*Coordinate/facilitate staff meetings.
- \*Coordinate and supervise the use of substitute teachers and teaching assistants.
- \*Implement the evaluation process for teachers, teaching assistants and substitute teachers.
- \*Ensure that Teachers have necessary credentials for their teaching roles based on state requirements.
- \*Coordinate the planning and implementation of staff development for teachers and teaching assistants.
- \*Supervise Teacher Leadership Roles, including, but not limited to identifying leaders for: revising school-wide progress reports, facilitating Response to Intervention (RTI) teams, and identifying professional development priorities.

### 4. Administration

- \*Work collaboratively with the Director of Administration and the Community and Family Engagement Coordinator to oversee daily educational operations.



## HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL

- \*Ensure that the HCCPS educational program and student records are in compliance with state mandates.
- \*Provide reports as needed to the state Dept. of Education.
- \*Identify and coordinate the use of resources needed by teachers and classrooms to meet educational goals, and make final decisions when necessary.
- \*Represent the Education Domain at Domain Council.
- \*Write and administer federal and state allocation grants in collaboration with the Administrative Coordinator.
- \*Support student drop-off and pick-up in partnership as needed by the Administrative Coordinator.
- \*Provide classroom or office coverage in cases of emergency.
- \*In collaboration with the Director of Administration, oversee annual class placement of students.
- \*Develop and keep updated on at least a biennial basis, as required by law, a plan to address bullying prevention and intervention.
- \*Oversee state required testing (MCAS), including annual staff training, coordinating test dates, and supervising the administration of the tests.
- \*Supervise the school's Response to Intervention (RTI) process, ensuring that a multi-tier approach to the early identification and support of students with learning and behavior needs is followed.
- \*Monitor student attendance and follow-up with students and families according to Massachusetts General Laws and the Hilltown Family Handbook.

### 5. Caregivers

- \*Communicate about the School's educational philosophy and program with caregivers.
- \*Communicate directly with individual caregivers regarding behavioral interventions and support about their child as needed.
- \*Respond to the educational concerns of caregivers.

### 6 Board of Trustees

- \*Attend Board and community meetings, and committee meetings as determined by the Board of Trustees.

### Requirements/Qualifications

- \* Masters Degree in relevant field
- \* Minimum 5 Years Teaching experience
- \* Supervisory experience needed
- \* Demonstrated ability to work in a collaborative team-based environment
- \* Administrative experience in educational setting preferred



## Proposal to the Board of Trustees

**Date:** May 14, 2024

**Name of Proposal:** Emergency Leadership Hiring Policy

**Priority Level:** High

**Approximate time needed for discussion:** 15 minutes

**Proposal to be presented by:** Matt Dube

### Text of proposal:

#### EMERGENCY HIRING PROCESS FOR LEADERSHIP POSITIONS

The search for Directors is a major decision for the school, and consequently involves a significant outlay of time and energy by Committee members. Those on the Committee should expect to commit to several hour+ meetings during the duration of the search.

The Board President or designee will chair a Search Committee which will be composed of the following members:

- The Board (BOT) President or designee (Under unusual circumstances and with Board approval, the BOT President may appoint a designee from the Board of Trustees)
- A member of the Board of Trustees whose role includes overseeing process and ensuring compliance with hiring policy
- Two staff members chosen by BOT President or designee
- A JEDI committee representative chosen by BOT President or designee
- A parent representative chosen by the BOT President or designee

1. Mandatory Committee Orientation: The Search Committee meets to determine criteria, discuss the timeline and create or revise interview questions (including a performance task, if the Search Committee deems this necessary) before the first interview.

2. Internal and External Position Posting: The position will be posted for internal and external candidates simultaneously.

3. Candidate Selection: The Committee screens resumes and selects candidates for Search Committee screenings.

4. Search Committee Screenings: Designated members of the Search Committee complete 30 minute screening calls or virtual meetings with candidates to determine those to bring to the full Committee.

5. Search Committee Interviews with Performance Task: The Search Committee sends a relevant performance task to candidates who are invited to a 60 minute interview. The performance task, created by the search committee, is an opportunity to demonstrate a skill required by the position. The same task and predetermined questions are asked of each candidate with flexibility for clarification and follow up questions. The Search Committee chair selects a committee member(s) to begin checking references as they continue with the process.

6. Selection of Finalists: Based on the initial interviews, the Committee selects finalists who will return to complete the following steps:

- Parent Interview: Following the orientation meeting (step 1), the parent representative will contact parents to solicit questions for the parent meeting. The Committee will select a set of questions to ask all candidates, and those questions will be shared in advance with finalists. Parents are invited to attend a meeting where the parent representative asks the set of questions to the candidate. Candidates then have the opportunity to ask questions to parents. At the end of the meeting, parents give their written opinions to the Search Committee.
- Teacher and Staff Interview: All staff members are invited to interview each final candidate for domain director. Part of the interview may include a performance task, created by the search committee, designed as an opportunity to demonstrate a skill required by the position. The candidate is also given the opportunity to ask questions of the teachers for up to 45 minutes. Staff may give written feedback to the Search Committee.
- Board of Trustees Interview: Candidates will be interviewed by the Board of Trustees. Search Committee members may observe this step in order to make a fully informed recommendation. Board members give written feedback to the Search Committee.

7. Final Recommendation: The Search Committee reads all written responses and formulates questions for any further references. Following the checking of references, the Committee makes a recommendation to the full Board who makes the final decision. The Committee will operate under the Board of Trustees guidelines for consensus and all discussion shall take place with the full search committee present. If consensus cannot be reached, another meeting will be held to attempt to find consensus. At the close of this meeting, if the Committee is unable to reach consensus a vote will be taken and the vote count will be shared with the Board as part of the recommendation.

8. Board Decision: Board will consider the recommendation and ultimately decide whether to offer the position or put it back to the Committee to review again in the Final Recommendation phase (Step 7). If the search is considered unsuccessful the committee will return to Step 3, External Position Posting, in order to restart the process.

**Goals to be achieved by proposal:**

To create an emergency process for identifying and hiring leadership candidates in an efficient yet careful manner.

**Potential problems/dissenting views:**

Combining the internal and external postings removes the internal applicant window, which might be viewed as reduced prioritization of current interested staff members.

**Additional notes:**

None.



## HIRING PROCESS FOR DOMAIN DIRECTOR POSITIONS

*(Approved by the Board of Trustees, February 12, 2020)*

The search for a Domain Director is a major decision for the school, and consequently involves a significant outlay of time and energy by Committee members. Those on the Committee should expect to commit to several two hour meetings each month for the duration of the search, which is estimated to involve four to five months. Only individuals able to make this commitment should volunteer for the Committee.

The Board President or designee will chair a Search Committee which will be composed of the following members:

- The Board President or designee ((Under unusual circumstances and with Board approval, the Board President may appoint a designee from the Board of Trustees)
- A member of the Board of Trustees whose role includes overseeing process and ensuring compliance with hiring policy
- Two staff members chosen by Board President
- The two other Domain Directors
- A parent representative chosen by the BOT President.

1. **Mandatory Committee Orientation:** The Search Committee meets to determine criteria, discuss the timeline and create or revise interview questions (including a performance task, if the Search Committee deems this necessary) before the first interview.
2. **Begin the hiring procedure for internal candidates:** The position will be posted internally and interested and qualified candidates will have ten working days to apply. The committee will interview all internal applicants who meet minimum qualifications. If the committee intends to move the candidate forward, the candidate will be asked to complete the parent, staff, and board interview process. The Committee will recommend one of the following options to the full Board:
  - a) Offer the staff member the position.
  - b) Proceed with the external search process and provide the staff member the option to continue as a candidate. (Move to Step 3, External Position Posting)
  - c) Not offer the staff member the position (Move to Step 3, External Position Posting)

Once the internal process is complete, the Committee will, when necessary (options b or c above) begin a full process.

3. **External Position Posting:** The position will be posted for external candidates.
4. **Candidate Selection:** The Committee screens resumes and selects candidates for Search Committee interviews.

5. Search Committee Interviews: The Search Committee meets with each of the candidates for a 45 minute interview. The same predetermined questions are asked of each candidate with flexibility for clarification and follow up questions. The Search Committee chair selects a committee member(s) to begin checking references as they continue with the process.
6. Selection of Finalists: Based on the initial interviews, the Committee selects finalists who will return to complete the following steps:
  - Parent Interview: Following the orientation meeting (step 1), the parent representative will contact parents to solicit questions for the parent meeting. The Committee will select a set of questions to ask all candidates, and those questions will be shared in advance with finalists. Parents are invited to attend a meeting where the parent representative asks the set of questions to the candidate. Candidates then have the opportunity to ask questions to parents. At the end of the meeting, parents give their written opinions to the Search Committee.
  - Teacher and Staff Interview: All staff members are invited to interview each final candidate for domain director. Part of the interview may include a performance task, created by the search committee, designed as an opportunity to demonstrate a skill required by the position. The candidate is also given the opportunity to ask questions of the teachers for up to 45 minutes. Staff may give written feedback to the Search Committee.
  - Board of Trustees Interview: Candidates will be interviewed by the Board of Trustees. Search Committee members may observe this step in order to make a fully informed recommendation. Board members give written feedback to the Search Committee.
7. Final Recommendation: The Search Committee reads all written responses and formulates questions for any further references. Following the checking of references, the Committee makes a recommendation to the full Board who makes the final decision. The Committee will operate under the Board of Trustees guidelines for consensus and all discussion shall take place with the full search committee present. If consensus cannot be reached, another meeting will be held to attempt to find consensus. At the close of this meeting, if the Committee is unable to reach consensus a vote will be taken and the vote count will be shared with the Board as part of the recommendation.
8. Board Decision: Board will consider the recommendation and ultimately decide whether to offer the position or put it back to the Committee to review again in the Final Recommendation phase (Step 7). If the search is considered unsuccessful the committee will return to Step 3, External Position Posting, in order to restart the process.

*Any change to this policy requires Board of Trustee approval.*