



Position: *CEO*
City on a Hill Charter Public Schools

Reports to: *Board of Trustees*

Location: *Boston, MA*

Website: *www.cityonahill.org*

"My daughter graduated from City on a Hill in 2014 coming from a family where English was the second language my family knew that it was going to be difficult. With the help from teachers and tutors and an amazing community we knew she was going to succeed. When she graduated she was accepted into Stonehill College, where she received a scholarship she will be graduating in 2019."
- Parent (CoaH Class of 2014)

"I was able to attend COAH through my sister. At first I was not excited about the fact that I was going to the same school as my sister but little by little I knew this was the school for me. From taking AP classes to getting accepted into College of the Holy Cross where I will be graduating in 2020. COAH helped me challenge myself in so many ways and it gave me the chance of getting to know my full potential".
- Student (CoaH Class of 2016)

"My favorite thing about our network is the teacher leadership. It's part of our mission. There are lots of opportunities for a teacher to have decision-making power in the organization. And, on the student side, it's the citizenship piece - getting the kids involved in and having a voice in their communities. That's part of our mission, too, and it makes us different. That's why I work here rather than at another school."
- CoaH Teacher

CITY ON A HILL OVERVIEW

City on a Hill Charter Public Schools (CoaH) is a network of three college preparatory high schools in the cities of Boston and New Bedford, Massachusetts. Each school is tuition-free and open to all students. The schools do not have entrance exams.

Founded by teachers in 1995, CoaH was the first charter high school to open in the Commonwealth. CoaH's mission is to graduate responsible, resourceful and respectful democratic citizens prepared for college and to advance community, culture and commerce and equipped to compete in the 21st century. CoaH was designated a "proven provider" in Massachusetts and was granted charters for two new schools. During the 2013–14 school year, in response to growing waitlists and demand for additional high school choice, CoaH opened its second campus in Boston. During the 2014–2015 school year, CoaH opened its third campus in New Bedford, one of Massachusetts' high-need Gateway Cities. CoaH is now a network of college preparatory high schools with a diverse student body of over 800, a dedicated teaching staff of 75, total staff of more than 150 and an annual budget of about \$15MM.

CoaH is committed to high school. It is the only stand-alone charter high school network in the city of Boston. In 2015, CoaH was one of only four Boston high schools ranked Level 1 (the highest possible ranking) by the Commonwealth of Massachusetts. CoaH students outperform their district peers on MCAS. In 2017, 91% of students at COAH's Circuit Street campus scored proficient or advanced on the MCAS ELA test and 81% of students scored proficient or advanced in math. In 2016, 100% of students at COAH's Dudley Square campus scored proficient or advanced on the ELA MCAS. 100% of the graduating class of 2017 were admitted to two and four-year colleges; in 2016, 94% of students were admitted to four-year colleges.

CoaH serves diverse student populations who are traditionally underserved by the public school system. Seventy-seven percent of the student body is considered low-income and more than 30% of students have a disability and about 10% of students are English language learners. CoaH strives to keep out-of-school suspension and student attrition rates as low as possible and takes an approach to discipline that embraces positive behavior intervention and restorative justice practices. There is no social promotion; 100% of students who are promoted to the next level have demonstrated content area mastery in the schools' Common Core aligned curricula. The majority of students enter CoaH high schools performing significantly below grade level in reading and mathematics. CoaH's program provides academic and social-emotional supports so that students accelerate their academic growth. As a result, 100% of students pass the state test and 91% of recent graduates have enrolled in college, with 81% earning merit-based scholarships.

CoaH schools offer a small, nurturing and structured setting where, since 2008, all students attend daily small group tutoring focused on honing math and English skills. Teachers, students and families coalesce behind CoaH's fundamental belief that underserved urban students can learn and succeed at the most competitive level, given the right resources. CoaH high schools provide an accelerated academic program to students, emphasizing academic achievement and citizenship. They prepare students to exercise their rights and responsibilities as democratic citizens by emphasizing their responsibility to question, to act and to avoid complacency. Citizenship education at CoaH includes ninth grade civics class, regular school wide Town Meeting featuring student-led debate and City Project, the capstone course focused on public policy. Through City Project, seniors participate in an unpaid 100-hour internship at a non-profit organization or public organization or public office that aligns with their individual projects. Last year students completed more than 10,000 hours of community service.

CoaH was built on teacher leadership. More than 60% of teachers at each campus hold a leadership position. Deans, principals and vice principals at each school teach at least one class each semester. CoaH also focuses on public accountability for student results. CoaH partners with Boston University for an Urban Teaching Fellowship, an on-site licensure program designed to train effective teachers in urban public high schools. Teachers take responsibility for the performance of students and of the schools. Reflective practitioners, CoaH's teachers help drive school decision-making and are contributors to urban public school reform.

POSITION SUMMARY

The CEO reports to CoaH's Board of Trustees and will provide leadership, vision and daily operational management to its three high schools and network office. S/he will develop innovative approaches within the context of CoaH's mission, with particular focus on continued improvements in outcomes for students – academic, character and life success. S/he will ensure that each school achieves its academic and organizational goals, increasingly distinguishing each high school's program as best-in-class.

The CEO will motivate and lead a talented network team, principals and corps of teachers dedicated to continually improving CoaH's work in education. In addition, the CEO will provide thought leadership and strategic direction as CoaH develops a portfolio of school programs that deliver exceptional education and college and career readiness. As the organization continues to improve student outcomes, the CEO will partner with other organizations in pursuit of optimal student learning, preparedness and life success.

The CEO is also CoaH's representative to the larger political and fundraising community and is responsible for ensuring that the network is a fiscally viable and sustainable organization. Responsible for the financial and legal health of the network, the CEO will collaborate with key staff and advisors to develop community relationships and ensure organizational health and good standing with all stakeholders. The CEO is responsible for all outcomes of the schools and leads the recruitment, selection and oversight of the network leadership team, comprised of a chief financial officer, chief academic officer, chief of strategy and operations, manager of human resources, diversity and inclusion and a development manager.

The CEO's responsibilities also include the following:

- Strategic Planning, Execution and Board Relations
 - Serve as a strategic leader and visionary; ensure implementation of CoaH's strategic plan
 - Collaborate closely with the Board of Trustees to realize CoaH's vision and mission
 - Seek board input on programming and strategic initiatives at the schools, including being open to robust discussion and constructive feedback
- Development, Community Relations and Communications
 - Provide leadership for all fundraising efforts
 - Establish community partnerships, public relationships, and communications that advance the mission
 - Communicate CoaH's mission, vision and goals as well as success stories and achievement to a range of internal and external stakeholders
 - Act as the champion of CoaH's high expectations and public accountability of student results
 - Ensure good relations with CoaH's various community stakeholders (e.g. external partners, donors, community members).
- Operational Leadership and Management
 - Attain the academic, organizational and financial goals articulated in each school's Accountability Plan

- Implement effective human capital strategies; inspire, manage, evaluate and recruit staff to be a high-performing, collaborative team
- Ensure network finances are healthy and adhere to audit expectations
- Complete accurate and compliant Department of Elementary and Secondary Education (DESE) reporting
- Maintain legal compliance for all federally and state-funded programming
- Ensure operations and facilities are safe and support the academic program.

The CEO also performs functions on behalf of and at the direction of the City on a Hill Foundation, Inc. Such functions include oversight of fundraising efforts, real estate, facilities, finances, and such other matters as determined from time to time by the Board of the Foundation in consultation with the Board of Trustees. The CEO will be a voting member of the Foundation Board, as well as an ex-officio non-voting member of the school Board of Trustees.

THE CHALLENGE

The CEO's main focus will be impact. Focusing the schools on a specific set of opportunities, s/he will have to both identify the right path for improving student outcomes and ensure that the schools can successfully execute that plan. The CEO will provide inspirational leadership to motivate the staff - to engage them in defining and executing new strategies and demonstrate that they are part of a stable, responsive and vibrant organization. S/he will focus on increasing teacher engagement in decision-making and increasing internal collaboration.

The CEO will be expected to accomplish a lot:

- Drive, and refine as needed, CoaH's strategic plan for improving student outcomes
- Continue the evolution into a more transparent and collaborative culture
- Ensure sustainability of educational initiatives via fundraising
- Identify, secure and manage partnerships, providing ongoing stewardship to ensure alignment and success for all stakeholders.

The CEO will communicate effectively at the senior leadership team level and throughout the schools. S/he will listen and be collaborative – but also will be comfortable as the ultimate decision-maker.

What Success Looks Like

The CEO will, over the first year, have:

- Established a strong understanding of and alignment with CoaH's mission
- Developed strong collaborative working relationships with the Board of Trustees and the senior leadership team
- Established themselves as a collaborative and inspirational presence on the campuses
- Conceptualized innovative pathways to improve student outcomes
- Launched the implementation of the plan, building on core assets to drive results.

THE CAREER OPPORTUNITY

This opportunity offers the chance to:

- *Make a difference* – to help more at-risk students grow in academic performance; to continue to improve educational and life outcomes for students in the Commonwealth
- Join a *passionate, mission-driven and committed team*
- Drive consistently high levels of *excellence*
- *Innovate* – leveraging a strong foundation, drive improved student outcomes via innovative approaches
- Work toward *equity* via schools that serves high school students regardless of their background, aiming to provide increased life choices and opportunities for success
- *Have fun* – work with a smart, motivated team.

THE IDEAL CANDIDATE

The ideal candidate is/has been a CEO, Executive Director, President or General Manager of an organization or company in education. S/he has innovated, provided inspirational leadership and executed against plans. The ideal candidate is a relationship and coalition builder, able to work a complex system with patience and insight with respect to diverse stakeholders' points of view. S/he engages, is a good read of people, a keen listener who nurtures relationships and has empathy and respect for diverse population and points of view.

The ideal candidate will help develop CoaH's vision for improving student outcomes – academic, college quality, social-emotional, etc. S/he will create pathways to solutions, including changes to school culture, organizational communication and instructional support. The ideal candidate will articulate CoaH's vision and get the team on board with new initiatives; will move the organization forward. S/he is also effective externally – conveying CoaH's vision to the community, creating partnerships, fund-raising. S/he articulates the vision in a way that gets others on-board and excited to participate. The ideal candidate brings positive energy - vigor, an upbeat attitude through thick and thin. S/he is decisive, will decide what to do and what not to do; s/he will make the tough calls.

The ideal candidate understands and is aligned with the mission of CoaH. S/he is passionate about and persuaded of the possibilities for all students, given the right resources. S/he has an equity orientation, and hungers for impact. The ideal candidate has the 'right mindset' about kids, and will value the diverse population that CoaH serves. The ideal candidate has stamina, persistence and places a high value on teamwork. S/he pushes for results, year after year – is patient, resilient about pushing ideas through. Very likely, the ideal candidate has been the number one, and therefore has felt ultimate responsibility for decisions and outcomes. S/he 'gets' systems, marketing, etc. S/he will recognize CoaH's strengths and successes to date, along with its challenges, and will add to CoaH's vision, energy/ enthusiasm and confidence.

Specifically, this individual will have:

- A demonstrated ability to inspire and lead a diverse community of educators, students, and other stakeholders
- Effective interpersonal skills to allow successful engagement with the Board of Trustees, staff, donors, community organizations, students, etc.
- Strategic savvy – has developed a vision; sees possibilities, creates pathways to solutions, stays ahead of the curve
- Demonstrated skill representing his/her organization externally as the chief spokesperson
- Similar skill as an internal evangelizer – convincing the team of and energizing the team behind the strategic roadmap
- Understanding of and/ or experience with the opportunities and challenges of urban education and the charter school landscape; has empathy for teachers and their needs
- Demonstrated innovative thinking, but without losing sight of core strength and clearly balancing innovation with what the market is buying.

The role also calls for a range of personal attributes - integrity; a strategic and analytical mindset; collaboration and negotiation skills; an ability to develop and implement strategic plans; strong presentation skills and a desire for impact. The successful candidate has excellent managerial skills – can recruit strong people, and engage with, inspire and motivate a large and diverse team. S/he will thrive in a dynamic environment, and will infuse the company’s culture with strong work ethic and accountability. Perhaps above all else, the ideal candidate is passionate about moving the needle on educational impact, especially for at-risk low-income urban families and children.

COMPENSATION

Salary is competitive and commensurate with experience.

CONTACT

Resumes should be sent as a WORD document to Ardith Myers, Founding Partner, AAM Search, Ardith@aamsearch.com.

City on a Hill Charter Public Schools provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability, or genetics. In addition to federal law requirements, City on a Hill Charter Public Schools complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities.