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**Greenwood
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Associates®**

Higher Education Executive Search, Coaching & Consulting

Connecting top executive talent
with the country's leading
colleges and universities.

Contact us today:

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In 2020, Greenwood Asher & Associates joined forces with Kelly® Education, the largest education talent placement firm in the United States. Together, we power the future of learning with strategic workforce solutions across the continuum of education.

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Experts at helping education find dynamic leaders for today and tomorrow.

After more than 2,000 successful searches, we are proud of the reputation we have earned for effective executive search within the education continuum.

We expect that our team performs at the highest level demonstrating skill, professionalism, and integrity. As a result, 97% of our clients return to us for subsequent searches.

"The entire university family could not be more pleased with the skill and acumen of this firm. Their collective decades of experience in higher education was evident at every stage of the search. They worked extremely well with university staff, the search committee, and most importantly, the university trustees charged with selecting the president. The result of their outstanding work and guidance was a nationally visible search, run on time, and without even a single thread of discontent or drama."

—Search Committee, Presidential search, AAU University

"While working with a Greenwood Asher & Associates consultant, I felt well taken care of, because my consultant always kept in touch with me and informed me of any possible delays in the process. After the search was done, I felt like I gained a professional friend ... which is a very different experience from any other search firm."

—Placement, Dean search, M/L Institution

"It is wonderful that you are now fully engaged with the university in our recruitment efforts for new leadership in the university. There is no one better than you."


—Decision Maker, Presidential search, R1 Institution

"The consultants at Greenwood Asher & Associates are an exceptional group of individuals. They made the hiring process seamless and provided step-by-step guidance that helped alleviate a lot of stress. They were available when I needed them, they were quick to respond, and they had my best interest at heart. If given the opportunity, I would work with them again without hesitation."

—Placement, Endowed Chair search, R2 Institution

"I could not be more pleased with the outcome. Our candidate's achievements and character check literally every box on our wish list for a new permanent chancellor for academic and research excellence. Superior leadership and communication skills, a Big Ten and land-grant background, and an unwavering commitment to integrity, shared governance, and collegiality."

—Decision Maker, Chancellor search, AAU University



We enjoy
a stellar
reputation
within
the higher
education
community.



Greenwood Asher & Associates® believes that a high-quality education system is the foundation of a thriving society. That's why—for nearly 20 years—we've teamed with top higher education institutions to strategically identify the next generation of dynamic leaders.

Leaders provide the energy that fuels our educational system. We partner with educational institutions to identify and select leaders who inspire innovation in learning, teaching, and research. We act not only for today and tomorrow, but for generations to come, to ensure that every academic community contributes to the good of society.

Our global executive search team has completed thousands of successful searches for a variety of public and private institutions. At Greenwood Asher & Associates, we closely collaborate with each institution to develop insights that guide succession planning. Then, we tailor the executive search, seeking next-generation leaders who possess the required experiences, skills, and characteristics to be successful.

We understand the organizational structure of higher education and the distinct pressures and challenges academia faces. Our team of search consultants has extensive experience conducting searches for all levels of higher education institutions and systems, including chancellors, presidents, provosts, deans, directors, hard-to-fill faculty positions, and more.

2,000+
Successfully completed searches

97%
Repeat client rate

57%
Appointments of people
representing diverse identities

20
Years of experience



Our mission

Powering the future of education through partnerships that elevate visionary leaders.

Consulting—we unleash the power of strategic vision.

Leaders in higher education must ensure the growth and sustainability of the institution. We support this work by facilitating strategic planning, conducting academic program and organizational reviews, and benchmarking policies and practices.

We partner with institutions to design a planning process that best matches the culture and needs of the institution. Our work includes the use of evidence-based approaches, assessment of current and desired status through multiple mechanisms, grassroots engagement, development of measurement dashboards, and leadership development for those involved with strategic planning implementation.

Strategic planning partnership steps:

Evaluate the situation via data collection, climate assessment, and in-depth inquiries about challenges, opportunities, and feasible strategies.

Formulate a plan to address specific needs, goals, limitations, and timelines.

Develop specific initiatives, driven by key constituencies, to generate buy-in and commitment.

Communicate the emerging plan or process broadly and involve constituency groups in the process.

Execute the plan or process through pilots, coaching, and celebrating results and milestones.



Executive coaching—we bring the polish to performance.

Educational organizations know that learning never ends. For true leaders, there’s always room for self-discovery and growth. We customize our services to develop senior and emerging leaders for long-term success through coaching partnerships and use of objective, predictive, and analytical tools, including:

- Improving leadership insight, professional performance, and personal satisfaction through executive coaching.
- Helping organizations and individuals identify strengths and opportunities for growth through leadership assessment.
- Partnering with people leaders to use assessment to build high-performing executive teams.
- Providing results-oriented workshops and retreats.
- Mediating and resolving conflict and dysfunctional cultures.

Our values inform everything we do.

The success of our practice is driven by deeply rooted professional standards. We believe that integrity and collaboration are critical to successful partnerships.

As part of Kelly® Education, we operate within a network of the country’s leading education talent experts and strategists, who share our values and unwavering commitment to acting with honesty and integrity.

Our values

People come first.

We serve our clients, candidates, and colleagues with professionalism and humanity.

Research guides process.

We use evidence-based best practices to ground and guide our process and innovative strategies.

Clients deserve extraordinary service.

We listen, we learn, and we collaborate in a forthright, timely manner to deliver quality that exceeds expectations.

Diverse perspectives create dynamic solutions.

We believe a culture that cultivates and celebrates diverse perspectives creates value for every organization. We are committed to advancing diversity, equity, inclusion and belonging.

Integrity is unwavering.

We adhere to strong moral and ethical principles.

Executive search—systematically connecting extraordinary people with mission-driven institutions.

At Greenwood Asher & Associates, we approach executive search a little differently than most. We believe in the power of partnerships and collaboration, combined with evidence-based best practices and experience, to design a customized search for the unique needs and characteristics of each institution we serve. By providing concierge-level service and support to our clients and candidates, we are able to identify and recruit high-quality, diverse, executive talent. Our comprehensive referencing allows the search committee to confidently assess candidates and select the best person to lead the institution in fulfilling its mission.

Key positions we support:

- Presidents
- Chancellors
- Provosts
- Deans
- Vice Presidents
- Directors
- Diversity Officers
- Department Chairpersons
- Research Leaders

Our people-first partnership process.

Planning	Establish expectations for process, work plans, schedules, and budget.
Recruitment	Research and develop profiles, then reach out to highly qualified candidates to develop a robust and diverse pool. Present candidates for consideration.
Evaluation	Facilitate interview process and complete reference checks. Conduct background checks through a third-party partner. Conduct leadership assessments, when requested.
Selection	Coordinate communication with candidates for campus visits and facilitate final review meeting with decision maker and/or committee. Support offer of employment and negotiation of terms, if desired.
Appointment	Notify individuals who participated in the search process of decision. If requested, support development of announcement materials and process. Accelerate a smooth transition and onboarding process.

Pioneering—and prioritizing—diversity and inclusion.

Since our founding, we've committed to increasing diverse perspectives and representation in education leadership. To break down barriers, we've developed a strong, informal, diverse network to assist in our recruiting efforts. Additionally, we regularly partner with national leadership groups and caucuses at professional societies that work to advance the careers of women, people of color, and professionals of other diverse identities. As a result, approximately 57% of our clients have selected diverse candidates to lead critical functions within their organization.





Invites Applications and Nominations for
the Position of:

Superintendent

Greenwood/Asher
& ASSOCIATES, LLC

The Opportunity

The Worcester School Committee is accepting nominations and applications for the next Superintendent of the Worcester Public Schools. The School Committee is seeking an individual who shares their commitment to putting the interests of students first and ensuring that each child is prepared to be successful. The administration of the school system in all its aspects is delegated to the Superintendent, who carries out administrative functions in accordance with the policies adopted by the School Committee. The execution of all decisions made by the School Committee concerning the internal operation of the school system is delegated to the Superintendent. The Superintendent serves as the executive officer of the school district and the chairperson of the Central Massachusetts Collaborative.

About Worcester Public Schools

Worcester Public Schools (WPS) serves the city of Worcester, Massachusetts. It is the second-largest district in the state. Approximately 24,000 students attend schools based on geographic boundaries, or several citywide magnet programs, and through in-district choice programs. Students attend schools that are arranged geographically into four district quadrants: Burncoat, Doherty, North, and South. WPS has 45 schools, of which 34 are elementary schools, four are middle schools, two are 7-12 schools, four are comprehensive high schools, and one is a vocational technical school.

District's Mission



Provide all students the opportunity to advance their scholarship with a rigorous core curriculum and high-quality instruction. This enables students to discover the expanse of their academic talents, shape the quality of their character, and develop the confidence to become conscientious, reflective citizens who are empowered to better our community and our world.

District's Vision for 2023

Worcester Public Schools will be a national leader in education, offering high-quality learning experiences, ensuring that all young people are prepared to thrive, and equipping them to become engaged citizens in their community.

District's Core Values

- College and career readiness
- Student-Centered, cooperative, active learning, and teaching
- A cooperative adult culture of acceptance, reflection, and support that model for students a whole-school learning community
- A vertically aligned grade 7-12 continuum of curricula
- Education of the whole child that focuses on social, civic, and academic growth
- Persistence over adversity
- Dedication to community



Defining Our Path: A Strategic Plan for Education in Worcester



The plan articulates a commitment to continue Worcester's renaissance by placing the city's children, and the future that they represent, at the center of our shared work. It calls for the resources of a community, not just a school

district, to fulfill that mission. Achieving the goals of the plan will demand hard work and unflagging support from each sector of the city. It will also require the dedicated involvement of the state. We must ensure state funding levels realize the vision of the 1993 Education Reform Act and guarantee equitable outcomes in both high-wealth and low-wealth communities. The result of these actions will be well worth the effort - a system of schools focused on and able to educate every child for sound futures as positive contributors to our community and beyond.

Curriculum

The Worcester Public School District strives to support and inspire students to become life-long learners who are highly literate, creative thinkers, strategic problem-solvers, and effective communicators. Our students are self-directed and critically examine, carefully weigh, and manage complex information presented through multiple sources. We view our district's rich cultural diversity and each student's unique identity as assets to our school, local, and global communities. Our schools aspire to educate students to become informed and contributing citizens of the world who translate their learning into meaningful actions. We are committed to making sure every student is valued as a member of our school community and can reach their full potential.



The Worcester Public Schools align efforts to have students show growth in their ability to read fluently, comprehend deeply, think analytically, and respond effectively across all areas of curriculum. This is accomplished through the implementation of rigorous, evidence-based instructional practices and a standards-based curriculum that allows students to graduate from college and be career ready. This work is designed through the lenses of Universal Design for Learning and Culturally Responsive Pedagogy.

Universal Design for Learning



Universal Design for Learning (UDL) is a framework that informs educators on designing learning environments and delivering instruction based on scientific insights into how humans learn. Learning opportunities designed from a UDL lens aim to offer the learner a variety of opportunities

for engagement, representation, and action and expression, ensuring that all learners can access and participate in the learning experience in a meaningful way.

Culturally Responsive Pedagogy

The Worcester Public Schools recognizes that culture is central to learning. Learner centered culturally responsive education simultaneously upholds high standards for academic excellence and cultural competence. It honors the strengths, cultures, lives, and experiences of all students and provides them with meaningful and authentic learning experiences.

Points of Pride

The Worcester Public Schools offers its future superintendent the opportunity to lead a vibrant, urban district at an exciting time in the city and district history.

The district is incredibly diverse and welcoming to an influx of immigrant refugee children and families. It is thriving with over 74 languages spoken in schools that embrace and view that diversity as a benefit to the district.

Students can choose between a multitude of schools from magnet and alternative schools to vocational and arts/bilingual schools such as, Worcester Technical High School, Hanover Insurance Academy of Arts at Burncoat Middle and High Schools, and La Familia Dual Language School.

Fast Facts in WPS

Schools & Programs: 45

- > Elementary schools: 34
- > Middle schools: 4
- > High schools: 7

Student Population: 23,986

- > High needs: 84%
- > First language not English: 59%
- > English language learner: 28%
- > Students with Disabilities: 21%

District Diversity:

- > Hispanic: 45%
- > White: 28%
- > African American/Black: 17%
- > Asian: 6%
- > Multi-Race: 4%
- > Native American: less than 1%

District Finances:

- > 2021-22 General fund: \$388,472,088

To view the 2018-2023 "Defining our Path" Strategic Plan, please visit <http://worcesterschoolsstrategicplan.wrrb.org>

The district has the largest early college program in the Commonwealth with multiple college partnerships in the area. The district is inviting and filled with passionate teachers who put students and families first.

Worcester Public Schools provides a wealth of resources and inspiration to their students who return to work as teachers and give back to the Worcester community.

The City of Worcester is known as a big city with a small-town feel.

Candidate Profile

The Worcester School Committee seeks an experienced, educational leader who is a strategic thinker, who will champion the district's need for education equity, and who has demonstrated a track record of superior educational management.

The future success of the community of Worcester rests on the school district; passionate advocacy and accountability is the responsibility of the leader in providing students with the free and equitable public education as is their right

Possessing outstanding interpersonal, management, and communication skills, the next superintendent will lead Worcester's educators in an assets-based approach to meeting the needs of the district's diverse learners.

The Worcester Public Schools Superintendent understands their role as a leader, not only in the school system but, in the community. The future success of the economy and community of Worcester rests on their passionate advocacy to develop and be held accountable for access, policies, and options that students should expect as their right to a free and equitable public education.

The superintendent will be an active listener with all stakeholders to garner support for district proposed initiatives that benefit all students.

The superintendent will be visible and create structures that allow for genuine active listening opportunities with multiple stakeholders from students, parents, and teachers, to elected officials. Ability to influence groups to garner support of popular and unpopular decisions that benefit students will require courage, stamina, and conviction that is steadfast in support of staff and students.

The superintendent will need to build and nurture a team that supports a clear vision for students as they collaboratively develop innovative practices to recruit, develop, and sustain a high-quality teaching, staff, and administrative workforce.

Researched accountability measures will be utilized to determine performance and success that is measured fairly in all schools. These measures should be regularly communicated to all stakeholders from students/staff/parents to school committee/community/elected officials.

The new superintendent will need to address decentralization of the system, and ways in which that has helped or harmed students, staff, and families.

Community members across the city of Worcester played a significant role in creating this candidate profile. WPS conducted a comprehensive outreach effort to ensure that every person had the opportunity to be heard through community listening sessions and a survey. To view a complete listing of these outreach efforts in more detail, please visit: <https://worcesterschools.org/>

Professional Competencies

The next superintendent of the Worcester Public Schools should demonstrate the ability to:

- Articulate a clear, transformational vision
- Navigate the complexities of a diverse, urban school district while building trust, transparency, and fairness with district leadership teams, teachers, and staff
- Fight tirelessly for students and families in the district and in the community for racial equity at all levels
- Utilize expertise as a teacher, administrator, and leader to advocate and implement current research-based curriculum, instruction, and assessments to eradicate core-learning deficiencies brought on by the COVID 19 pandemic
- Manage strategically, breaking down silos and building systems that are focused on student learning and success
- Unify and build consensus in a variety of groups while remaining laser focused on best practices for academic, social, and emotional learning for all students in the WPS
- Advocate, build, and influence supportive community coalitions to understand and fulfill current and future strategic planning within the education system and the community
- Distribute human, curricular, and programmatic resources, as well as facilities access, equitably to the students and families of the Worcester Public School
- Communicate goals, objectives, and best practices of the Worcester Public Schools strategically and consistently to staff, families, and the community
- Hire, develop, and retain a diverse workforce that is committed to and stays with the Worcester Public Schools
- Support staff through training and recognition of their commitment to the students at the Worcester Public Schools
- Empower a high-quality staff to manage the day-to-day functions of the district based on their depth of knowledge of the operational complexities in a large urban district
- Value diversity and differences, implicitly and explicitly, in the district and the community
- Respect and continue what is working and eliminate or improve what is not working for students and staff well-being and success
- Think and lead strategically
- Select, develop, and retain a highly diverse leadership team that is effective and efficient in the day-to-day operations of the district to protect, designate, and utilize resources that focus on the needs of students and staff
- Select, develop, and retain a highly diverse leadership team that is committed, skilled, and strategic in their approach to the academic, social, and emotional well-being of all students

- Work collaboratively with unions to resolve contracts satisfactorily and in a timely manner
- Problem solves proactively, as needed, with multiple stakeholders and the School Committee to make timely decisions in the best interest of Worcester Public School students and families
- Commit to continued expansion of Chapter 74 programs as well as CTE programs
- Reset district expectations for families and students in a post-pandemic world
- Collaborate effectively with district level leaders, School Committee Members, community members, parents, and staff to achieve a unified equity driven vision for student success
- Convene and incorporate student voice into decision making at all levels.

Interpersonal Competencies

The next superintendent of the Worcester Public Schools should possess:

- Courage to lead by example through an equity driven vision and commitment
- A proven track record and on-going commitment to meaningful action related to diversity, equity, and inclusion
- A high level of emotional intelligence to be able to build trust, overcome challenges, diffuse conflicts, empathize with stakeholders, and build positive and productive relationships
- Active listening skills that synthesize varied perspectives and priorities into a unified voice for action and urgency to meet the academic, social, and emotional needs of students and families
- The ability to acknowledge and learn from mistakes to be a humbler, more vulnerable, servant leader
- A spirit of innovation and creative thinking leading to more efficiencies and quality resources that benefit student academic, social, and emotional success
- Highly effective one-way and two-way communication skills with internal and external stakeholders that seek varied perspectives and promotes ongoing engagement
- Success as a change agent for equity, diversity, and inclusion that promotes high levels of academic success for all students
- A positive and open mindset that is articulated regularly to inspire others
- A problem-solving approach that mobilizes teams to be strategic in planning daily operations and future events in a proactive mode
- Commitment and dedication to student and staff success
- Visibility and accessibility in schools, in the community, and at the district level that contribute to productive and professional relationships while maintaining a focus on the best academic, social, and mental outcomes for students and families

Education and Experience

Minimum Qualifications

- › Master's degree required
- › Massachusetts superintendent's license or eligibility thereof is required and,

Preferred Qualifications

- › Doctorate degree preferred
- › Multi-lingual
- › Teaching experience
- › Experience in central administration within an urban district

Worcester, Massachusetts

Worcester, the *Heart of the Commonwealth*, is the second-largest city in Massachusetts. It is a community with a history of innovation and progress. Modern-day Worcester is rich in assets, home to leaders in education, healthcare, and technology, with more than 5,000 local businesses, 70 cultural institutions, nine colleges/universities, and the third-largest public-school system in the Commonwealth. Worcester is in the middle of a Renaissance, with diverse restaurants, a new ballpark, and housing. Known as a Gateway City with a strong, forward-looking, philanthropic, and growing global community. The city's international community has grown more than 200%, enhancing both the linguistic and cultural vibrancy of the city. The growth of Worcester's racial and ethnic communities also exceeds national trends. The number of residents of Latino, African American, and Asian descent has grown by more than 150% since 1990. Worcester seeks to cultivate the success of the next generation to ensure that it continues to thrive for years to come.



Nomination and Application Process

Salary

Salary will be competitive and commensurate with qualifications and experience.

How to Apply

Greenwood/Asher & Associates, LLC is assisting Worcester Public Schools in this search. Applications and nominations are now being accepted. For a full application package, please provide a cover letter, CV, and list of five references. Confidential inquiries, nominations, and application materials should be directed to Greenwood/Asher and Associates, LLC. Submission

of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin on March 4, 2022, and will continue until an appointment is made.

Inquiries, nominations, and applications should be directed to:

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