



Job Title: Chief of Staff

Department: Chief of Staff

Reports To: Superintendent of Schools

Grade: XP-07

Number of Days: 12 Months

Security Access: District

Current Date: September 16, 2013

Overtime Status: Exempt

Overview:

The Chief of Staff will be a results- driven self-starter who plays a key role in Tulsa Public Schools' present and future success in order to drive improved student results, including growth and achievement, college and career readiness, and closing the achievement gap. Tulsa Public Schools (TPS) is in the midst of their five year strategic plan that focuses on the following core goals:

- Student Achievement: Each student will meet or exceed state and national standards by demonstrating mastery of a rigorous curriculum that provides a foundation for success in career readiness or college preparedness and beyond.
- Teacher and Leader Effectiveness: Assure that Tulsa Public Schools has an effective teacher in every classroom, an effective principal in every building and an effective employee in every position.
- Performance-Based Culture–Create an environment for sustainable performance improvement and accomplishment of the District's Vision, Mission, Core Goals and Core Beliefs.
- Financial Sustainability–Seek, organize and optimize resources for improved academic results.
- Safe and Secure Schools–Ensure the safety and security of all students and staff throughout the District.

Tulsa Public Schools, in Tulsa, Oklahoma, is Northeastern Oklahoma's largest and most dynamic school district with nearly 42,000 students, 7,000 employees, 105 campuses, 250 school buses and 173 square miles. Tulsa Public Schools appropriated funds for the 2011-2012 fiscal year totaled \$510,705,334. Tulsa Public Schools is a leader in teacher effectiveness, community schools and early childhood education. The district serves an urban population, with a diverse demographic that includes 28.7% Caucasian, 29.48% African American, 26.13% Hispanic and 7.39% Native American. Eighty-four percent of the district's students qualify for free and

reduced lunch. The district is a leader in teacher and leader effectiveness, early childhood education, and community engagement.

The mission of Tulsa Public Schools is to provide quality learning experiences for every student, every day, without exception; and the district believes this mission can be accomplished through progress on five core goals: student achievement; performance-based culture; teacher and leader effectiveness, safe and secure schools and financial sustainability. The district's work with the Tulsa community and the Bill and Melinda Gates Foundation's Teacher Effectiveness Initiative has been transformational. The district is implementing a robust teacher and leader performance management system that includes an observational rubric, and extensive systems of feedback and support. Value-added data is in use extensively by the district to inform instruction, and will eventually be a formal part of the teacher and leader performance system. Recently, more than 500 school districts in Oklahoma selected Tulsa Public Schools' teacher evaluation system. Tulsa Public Schools, with nine other urban districts, is an inaugural member of the Urban Schools Human Capital Academy, supported by the Bill and Melinda Gates Foundation. The Academy is the first initiative of its kind in the field of Human Resources reform in education and is dedicated to the development of central office leaders with Human Resources/Human Capital responsibilities. The focus is on best practices on a range of functions targeted at improving teacher and principal quality and supporting education reform.

Job Objectives: Tulsa Public Schools is looking for a dynamic, experienced leader to serve as an extension of the Superintendent, driving communication, collaboration, and alignment to accomplish the Superintendent and Board goals. The COS would ensure effective communication with the Board of Education, support the deliverables of the Executive Team, and serve as a key strategic advisor and problem-solver for the Superintendent. The Chief of Staff will support the Executive Team's daily operations and provide general professional support including policy advice, decision-making and operational assistance. The Chief of Staff will be responsible for ensuring that expectations and deadlines are clearly communicated to executives and that issues that need the Superintendent's attention are dealt with in a timely way. This person will also be responsible in ensuring that the Superintendent's office is responsive to the needs of all TPS students, families, staff, and other key community stakeholders. S/he will lead key initiatives, inform the Superintendent's schedule, oversee staff performance, facilitate communication between the Superintendent's Office and other internal and external stakeholders, and represent the Superintendent when needed at public events.

Minimum Qualifications:

- Master's Degree in education or related field required
- Five (5) years minimum experience in working directly with superintendents, executive cabinet leaders, school board members, non-profits or community representatives, strongly preferred.
- Experience in an urban school district is preferred.
- Demonstrated track record of success in:
 - Leading strategic educational initiatives.
 - Coalition and relationship building across a diverse group of stakeholders.

- Leading significant cross-functional initiatives in diverse and complex organizational settings.
- Thriving in an achievement-oriented and fast-paced environment.
- Demonstrated oral and written communication skills.

Responsibilities and Essential Functions: The following duties are representative of performance expectations. A reasonable accommodation may be made to enable a qualified individual with a disability to perform essential functions.

The Chief of Staff's responsibilities will include, but not be limited to the following:

- Provide leadership and strategic direction for internal and external communications, presentations, speeches and correspondence.
- Serve as a key member of the Superintendent's executive cabinet, acting as a thought leader and spokesperson on behalf of TPS' schools and students.
- Oversee operations of the Office of the Superintendent, including board communication, oversight and performance management for executive staff, and executive meetings and retreats.
- Provide leadership and support to the Superintendent's direct reports to ensure that the district's strategic goals and objectives are met.
- Set the strategic direction of the Superintendent's calendar to ensure that it aligns with his priorities, including vetting and evaluating requests from internal and external constituents.
- Serve as a key contact to TPS departments, staff and community members.
- Anticipate and assure that appropriate plans are in place and executed for superintendent meetings and events.
- Facilitate external relationships with community groups, policymakers, funders, and other stakeholders.
- Collaborate with a wide variety of internal and external stakeholders to facilitate conversations that lead to consensus, buy-in, and course correction as needed.
- Perform other duties as determined by the Superintendent.

Skills and Abilities Required: The following characteristics and physical skills are important for the successful performance of assigned duties.

Empathy and commitment to cause:

- Deep understanding of the urban school system environment and commitment to improving student achievement.
- Passionately believes that all students can achieve at high levels.
- Demonstrates cultural competence and a deep understanding of and empathy for issues facing urban families.

Communication, interpersonal and team skills:

- Builds and maintains strong relationships.
- Works successfully alone or on a team.
- Coaches, coordinates, and leads teams.
- Strong verbal and written communication skills; tailors message for the audience, context, and mode of communication.

- Actively listens to others and able to effectively interpret others' motivations and perceptions.
- Builds consensus and resolves conflicts; exhibits willingness to have difficult conversations.
- Skillfully navigates existing political structures/systems.

Problem solving and systems thinking:

- Understands how various systems / departments interact to achieve the long term goal.
- Makes decisions using data and technology.
- Takes initiative to solve problems and create stakeholder buy-in.
- Identifies and prioritizes mission critical issues with alignment of people, time and resources.
- Offer innovative solutions to seemingly intractable problems.
- Exhibits strong focus on goals and results. Sets clear metrics for success.
- Thrives in achievement-oriented and fast-paced environment.
- Removes barriers or obstacles that make it difficult for principals to achieve their goals and ensures that school leaders have the resources they need to succeed.
- Demonstrates excellent execution and project management skills, including attention to detail, organizational skills, ability to balance the big picture with detailed steps to reach the end goal, and ability to balance multiple projects under tight deadlines.

Leadership skills:

- Motivates, inspires, and moves other adults to action to achieve ambitious goals.
- Skilled at re-envisioning, building, and managing a team, especially in a time of growth and change; excellent at identifying talent and taking advantage of each person's skills and contribution to team effort.
- Builds and maintains positive relationships with individuals and groups.
- Moves groups to consensus and resolves conflicts. Exhibits willingness to have difficult conversations.
- Builds coalitions and works collaboratively with diverse stakeholders at all levels, including but not limited to district personnel, students, families, communities, and/or advocacy groups.
- Establishes clear expectations, deliverables and deadlines.
- Sets clear agendas and facilitates effective meetings.
- Ability to train, supervise, and evaluate staff from different cultural backgrounds and skill sets.

Supervisory Responsibility: Does not directly supervise any individuals.

Working Conditions: Exposure to the following situations may range from remote to frequent based on circumstances and factors that may not be predictable.

- Standard office environment.

To Apply:

Tulsa Public Schools is an equal opportunity employer offering employment without regard to race, color, religion, gender, national origin, age, sexual orientation, or disability. This job description summary does not imply that these are the only duties to be performed. This job description is subject to change in response to funding variables, emerging technologies, improved operating procedures, productivity factors, and unforeseen events. For more information about Tulsa Public Schools, please visit our website at <http://www.tulsaschools.org/>.