

CAMBRIDGE PUBLIC SCHOOLS

159 THORNDIKE STREET, CAMBRIDGE, MASSACHUSETTS 02141

15-126



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June 16, 2015

TO THE HONORABLE MEMBERS OF THE SCHOOL COMMITTEE:

CONTRACT AWARD: Professional Development

RECOMMENDATION: That the School Committee award a contract to the following vendor for professional development; funds to be provided from the General Fund. Procurement procedures for this contract have complied with Chapter 30B of the laws of the Commonwealth of Massachusetts.

<u>Contractor</u>	<u>Period of Contract</u>	<u>Amount</u>
Group Dynamics & Strategy Training Associates, Inc. PO Box 2605 Windermere, FL 34786	7/1/15 – 6/30/16	\$85,250.00

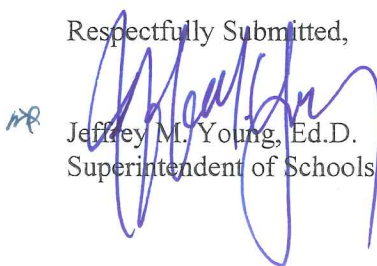
DESCRIPTION: This contract is for a Department-wide Vitality Enhancement solutions process and training series for the Office of Student Services. Please see further description attached.

SUPPORTING DATA: RULES OF THE SCHOOL COMMITTEE: Chapter III, Section 12... "motions calling for the appropriation or expenditure of money shall require the affirmative vote of four members."

BUDGET REFERENCES:

ACCOUNT: 53107 Professional Development Contracts
FUND: 15000 General Fund
ORG: 852660 Office of Student Services/Professional Development
PROJ:

Respectfully Submitted,


Jeffrey M. Young, Ed.D.
Superintendent of Schools



***Proposal for Departmental Alignment
of Processes and Procedures
for
The Office of Student Services
Cambridge Public Schools***

Current Status of GST Services Provided to Office of Student Services

Over the past year, Group Dynamics & Strategy Training, Inc. has provided training, consultation, facilitation and coaching services to OSS as the department has experienced restructuring of the executive leadership and has focused on developing a long-term strategic plan to guide the department to its vision. The Office of Student Services has shown marked improvement and commitment to continually improving the programs and services provided to students attending Cambridge Public Schools.

Background/Qualifications

GST is a multi-disciplined training and consulting firm that specializes in designing and delivering client-centered organizational enhancement solutions. The areas of expertise which directly correlate with the Request for Proposal (RFP) include human capital development, organizational vitality, curriculum development, cultural competency, diversity awareness, conflict management, inter/intra group dynamics, performance enhancement, leadership and team development, strategic planning and effective communication. The firm focuses on upgrading the effectiveness and efficiency of organizations, individuals, learning institutions, and corporations by tapping the existing resources within the organization to design resolution strategies for the workforce, by the workforce.

OSS Project Proposal

In accordance with the OSS RFP, the Executive Leadership Team including the lead support staff, have diligently been working towards developing leadership skills, authentic teamwork and positive, effective team dynamics. The team continues to require professional development and leadership coaching in these areas. Additionally, the department is operating with processes and procedures that require more clarity and alignment with current practices in the field to ensure that federal and state guidelines are met regarding the programs and services in the district.

Plan of Action

Group Dynamics and Strategy Training Associates, Inc. (GST) will:

1. Facilitate a collaborative effort to develop a comprehensive process and procedures manual of OSS services for internal use by the district and school administrators and staff personnel.
2. Provide expertise and coaching in the areas of implementing effective leadership practices to employ a collaborative teaching and learning environment that promotes departmental and school-based collaboration, cultural competencies, effective teaching strategies, and facilitation skills.
3. Advise and lead the Executive Leadership Team through a review and analysis of the appropriateness of all processes and procedures required to facilitate effective programs and services for students served by the Office of Student Services.

Scope of Work

# Sessions Dates TBD	Description of Activity	Rate/Consultant \$1,375.00	Cost
15	<i>On-Site Professional Development</i> <ol style="list-style-type: none"> 1. Foundation of Leadership, Parts 2 & 3 2. Four Strategies for Greatness 3. Thinking Big and New <ol style="list-style-type: none"> a. Having no Illusions b. Providing Service c. Acting with Sustained Initiatives (4 sessions) 4. Confronting the Challenge 5. Developing the Mind 6. Implementing the Leadership Diamond 		\$34,375.00
15	<i>Virtual Leadership Coaching The Real World</i> <ol style="list-style-type: none"> 1. Leadership Strategies & Action <ol style="list-style-type: none"> A. Building Individual Skills B. Expanding Organizational Leadership Skills 2. Review of OSS Procedures & Processes <ol style="list-style-type: none"> A. One-System B. Four Parts of an Open System 		23,375.00
	<i>Facilitate Development of Comprehensive OSS Process and Procedures Manual</i> Clearly define management operations & effective strategies for utilizing resources		27,500.00

	to produce a collaborative teaching culture, appropriate learning environment and support system for all schools and students served by OSS.		
		TOTAL	\$85,250.00

Costs

GST, Inc., F.I.D. 52-1435101, Corporate L.D. D2051464, will provide consultation and coaching to ensure continued executive leadership team development and strategic thinking that will enable the OSS leadership to effectively implement the strategic plan and shape the future of the department. Additionally, GST will advise on processes and procedures which will help streamline school-based and departmental operations to include the development of a collaborative and professional teaching culture. GST will provide these services for a fee of **\$85,250**. This total fee covers personnel costs relative to the training project: staff research, curriculum design and development, preparation of training materials, and delivery of all training (on- and off-site). This cost will also include all expenses associated with travel and lodging. This project format provides the client with maximum flexibility regarding delivery of training and training schedule and allows for any necessary adjustments in training approaches.

Conclusion

GST is well-qualified to continue assisting the OSS Executive Leadership Team members with a diversity of leadership and management theories to assist them in guiding their direct reports as OSS transforms into a model learning and teaching department. GST is adept as well, in enhancing human capital as evidenced by more authentic collaboration and planning; and, in the creation of a positive OSS culture in which professional service is a source of pride that is reinforced by parent and community trust.

GST continues to welcome this opportunity to partner with the Office of Student Services and Cambridge Public Schools towards achieving their shared vision, and developing a culture of professionalism and collegiality in OSS.

John Norris, President, Group Dynamics & Strategy Training, jnorrisgst@aol.com, 321.689.4312, or 321.689.4280.

**Request for Proposal
Cambridge Public Schools
Office of Student Services**

Department Description:

The Office of Student Services is responsible for providing services to students with disabilities through Individualized Education Programs (IEP) and 504 accommodation plans. The department is also responsible for Advanced Learning for students in the district.

Over the past year and a half, the department has gone through a restructuring of the executive leadership and has been focusing on developing a long-term strategic plan to guide the department to its vision. The Office of Student Services is committed to continuously improving the programs and services provided to students attending Cambridge Public Schools.

Project Purpose:

The Executive Leadership team including the lead support staff has been working towards ensuring authentic teamwork occurs and positive, effective team dynamics. The team has made a lot of progress this year, however, they still require professional development and leadership coaching in these areas. In addition, the department is operating with processes and procedures that require more clarity and alignment with current practices in the field and ensures that federal and state guidelines are met regarding the programs and services in the district. While there has been improvement in this area over the past year, there is a need to develop a comprehensive process and procedure manual for internal use by district and school administrators and staff. Developing a comprehensive process and procedure manual has met several barriers and has yet to be completed. Some of the barriers are as follows:

- The number of processes and procedures are cumbersome and takes a lot of time to review and revise.
- It is a challenge to facilitate the collaborative development of such a manual that aligns with the district's processes/procedures due to the number of stakeholder groups to engage in the work.

The Office of Student Services is seeking an outside consultant to support the continued team development of the Executive Leadership team and the leads of their areas and to review all of the departments' processes and procedures to ensure that needed processes are in place and develop any processes/procedures that may not currently exist. There is also a need to ensure that all processes/procedures align with all of the district's processes and are communicated and developed collaboratively with internal and external stakeholder groups as appropriate.

Project Goals/Expected Outcomes:

- The Executive Leadership team will implement effective leadership practices in the oversight, facilitation and development of programs and services in the Office of Student Services as evidenced by student achievement data, least restrictive environment data and stakeholder surveys and feedback.
- The Executive leadership team will review and analyze the appropriateness of all processes and procedures required to facilitate effective programs and services for students served in the Office of Student Services as evidenced by an analysis report of the current processes and procedures.
- The Executive Leadership team will develop a comprehensive process and procedures manual for internal use by district and school administrators and staff regarding services provided by the Office of Student Services as evidenced by a comprehensive process and procedures manual.

Deliverables:

- 15 on-site professional development days
- 15 virtual leadership coaching days
- Analysis report of the current processes and procedures
- Comprehensive process and procedures manual

Project Details/Timeline:

The project will begin July 15, 2015 and commence by June 30, 2016.

The number of staff involved in the professional development is approximately 60 individuals.