

## Lewis H. 'Harry' Spence

Harry Spence has broad management experience in the public and private sectors at the state and local levels, holding major leadership positions in diverse fields, including housing, education and youth services. He has led large, complex organizations for the Commonwealth of Massachusetts and the cities of New York, Chelsea, and Boston. Most recently, he has taught management theory and practice at Harvard's Kennedy School of Government and Graduate School of Education, chairing the faculty committee for the design of the doctoral degree in Educational Leadership. Harry also has worked in the private sector as a project manager and consultant in the areas of education and real estate development. He served on the Court Management Advisory Board in 2010 -2011 and was a member of the Supreme Judicial Court Task Force on Hiring in the Judicial Branch, which issued its final report in December 2011. A resident of Boston, Harry is a graduate of Harvard Law School and Harvard College.

The recent organizational leadership positions held by Harry Spence have included major fiscal and operational responsibility and required collective bargaining, legislative collaboration, and employee engagement.

- Commissioner of Mass. Department of Social Services, late 2001 to June 2007
- Deputy Chancellor for Operations, New York City Board of Education, late 1995 to early 2000
- Receiver for the City of Chelsea, Comm. of Mass., 1991 to 1995
- Receiver for the Boston Housing Authority, 1980 to 1984

### Fiscal & Operational Oversight

*Department of Social Services*

Budget: \$750 million; 3,400 employees; responsible for 40,000 children

*New York City Board of Education,*

Budget: \$10 billion budget; 1.1 million students; 120,000 employees

*City of Chelsea*

Responsible for restoring fiscal health and sound municipal operations to a city of 40,000 residents

### Capital Programs

*New York City Board of Education*

Responsible for capital planning and oversight of 1,100 school buildings

*City of Chelsea*

Rebuilding of entire school system through the construction or complete rehabilitation of five schools

### Performance Management

*Department of Social Services*

Instituted staff-driven performance management focused on continuous improvement through use of data collection and analysis

*New York City Board of Education*

Introduced comprehensive system of educational technology and developed the NYC school system's school-based budgeting process