

Superintendent Search Preliminary Screening Committee and
Public Advisory Committee Joint Meeting
Wednesday, January 28, 2020
7:00 PM-9:10 PM
School Committee Room, 5th Floor, Town Hall
Brookline, Massachusetts

Superintendent Search Preliminary Screening Committee Members present: Michael Glover (Chair), Helen Charlupski, and Jennifer Monopoli.

Superintendent Search Preliminary Screening Committee Members absent: David Pearlman.

Public Advisory Committee Members present: Frank Caro, J. Malcolm Cawthorne, Arthur Conquest, Grace Fehrenbach, Marsha Inniss Mitchell, Kenny Kozol, Linda Monach, Devon Powell, Anuj Sawhney, Luciana Schachnik, Asa Sevelius, Karyn Wang, and Christin Wheeler.

Other School Committee Members present: Sharon Abramowitz.

Staff/Others present: Robin Coyne and NESDEC Facilitator Sally Dias.

Mr. Glover called the meeting to order at 7:00 PM.

1. Introductions

Mr. Glover welcomed new members School Committee member Helen Charlupski (replacing Susan Wolf Ditkoff), Heath Principal Asa Sevelius, and Brookline High School Student Anuj Sawhney.

2. Overview of Search Process

Mr. Glover and NESDEC Facilitator Sally Dias provided an overview of the search process, including the revised search timeline (Attachment A).

3. Legal

Mr. Glover and Ms. Dias reviewed the Committee's status, the Conflict of Interest Law, and the Open Meeting Law.

4. Successful Candidate Profile

The Committee reviewed the draft Candidate Profile (Attachment B), which was developed using feedback from the Focus Groups and on-line survey. Members made the following suggestions: clarify some items, e.g., what is meant by teaching experience; be more inclusive and expand on what is encompassed by the term diversity; broaden what can be considered a comparable district; reference management of capital needs, experience working with curriculum and teachers, ability to begin to work with stakeholders to develop a plan/process leading to a strategic plan, and ability to deal with a wide scope of challenges. Mr. Glover will revise the document based on this evening's discussion.

5. Preliminary Screening Process

Mr. Glover and Ms. Dias reviewed the preliminary screening process. At the next meeting on Tuesday, February 4, 2020 (6:30 PM-9:30 PM in the School Committee Room, 5th Floor, Town Hall), the Committee will review applications in order to decide which candidates should be invited to interview.

6. Organizing for the Interviews

The first round of interviews will be conducted in executive session. Finalist interviews will be held in open session. The Committee discussed scheduling meetings on the following dates: February 7, 2020; February 9, 2020; February 11, 2020, and February 14, 2020.

7. Conducting the Interview

The Committee discussed interview procedures. Director of Human Resources Lisa Richardson will be asked to attend the next meeting to discuss interview procedures/protocol. The Committee discussed themes for interview questions, sample questions, and a draft rating scale. Members were asked to send any additional suggestions directly to Mr. Glover. He, Ms. Monopoli, and Mr. Kozol will work on redrafting the questions for discussion during the February 4, 2020 meeting. Mr. Glover will check with Town Counsel regarding which documents could be considered public documents.

8. Other Issues

Mr. Glover and Ms. Dias stressed how critical it is that the applicants' names and applications be kept confidential.

9. Executive Session

By unanimous roll call vote at 8:40 PM, the Superintendent Search Preliminary Screening Committee and Public Advisory Committee entered into Executive Session pursuant to M.G.L. Chapter 30A, §21(a) for Purpose 8: to consider applicants for employment or appointment by the preliminary screening committee, the chair having declared that an open meeting will have a detrimental effect in obtaining qualified applicants. Mr. Glover announced that the meeting will not reconvene in open session at the end of the Executive Session. By unanimous roll call vote at 9:40 PM, the Committees reconvened in executive session for the purpose of adjournment

10. Adjournment

Mr. Glover adjourned the meeting at 9:10 PM.

BROOKLINE PUBLIC SCHOOLS SUPERINTENDENT SEARCH TIMELINE

Task	RESPONSIBILITIES	DATE(S)
Orientation Meeting Overview of Process	School Committee (decisions) (NESDEC provides guidelines) - Name Liaison - Approve Timeline - Discuss letter/ads/application - Establish salary range - Screening Committee	December 5, 2019
Anticipated Start Date	SCHOOL COMMITTEE	July 1, 2020
Develop Invitational Letter & Online Ad	NESDEC: Develops letter and ads. SCHOOL COMMITTEE/LIAISON: Final approval NESDEC website announcement posted as soon as info is available.	Text approved by December 13, 2019
Distribute letter, advertise, post vacancy on web sites, begin recruiting.	NESDEC website and network	December 2019/January 2020
Community Needs Assessment	School Committee determines focus groups/interviews/survey - Admin; Staff; Community/ Parents. District schedules and notifies public, etc. NESDEC conducts focus groups/interviews and develops candidate profile.	<u>Focus Groups:</u> January 6-15, 2020 <u>Survey:</u> January 6-15, 2020
Candidate Profile Development	SCHOOL COMMITTEE/NESDEC NOTE: MLK, Jr. Day - January 20, 2020	<u>Submitted</u> January 22, 2020 <u>Finalized by SC:</u> January 24, 2020
Screening Committee Selection: Advertise/Recruit and Select Members	SCHOOL COMMITTEE/LIAISON (NESDEC provides guidance)	<u>Outreach:</u> December 2019- January 2020 <u>Selection:</u> By January 16, 2020
Begin Review of Applications (aka: Application Deadline)	NESDEC	January 24, 2020
Complete/organize applicant files	NESDEC	January 24-27, 2020
1st Interview/Selection Workshop with Screening Committee (2-3 hrs.)	NESDEC & SCREENING COMMITTEE Meeting 1: Review procedures, develop questions, set interview schedule, permit confidential on-line access to applications.	January 28, 2020
2nd Screening Committee Workshop (1-2 hrs.)	Meeting 2: Review applications, affirm interview schedule.	February 3, 2020
Interview applicants to identify up to 5 finalists.	SCREENING COMMITTEE (NESDEC will set up interviews and notify candidates of status)	February 10-14, 2020
Determine candidates to recommend to School Committee by date noted.	SCREENING COMMITTEE candidates listed alphabetically Note: February Recess February 17-21	On/about February 14, 2020
First Agreement in Principle with Finalists	NESDEC	February 15-19, 2020
Announce Finalists	SCHOOL COMMITTEE	On/about February 24, 2020
Finalist Visits and Interviews	SCHOOL COMMITTEE (NESDEC will set up interviews and notify candidates of status)	March 2020
Visits to Finalists' Districts (Optional)	SCHOOL COMMITTEE (NESDEC will set up visits)	March 2020
Second Agreement in Principle with Finalists and Verify Credentials	NESDEC	March/April 2020
Select Superintendent	SCHOOL COMMITTEE	March/April 2020



New England School Development Council

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**Public Schools of Brookline
Superintendent Search
Successful Candidate Profile**

JANUARY 2020

This document provides the Successful Candidate Profile
to inform the candidate selection process.

Public Schools of Brookline SUCCESSFUL CANDIDATE PROFILE

INTRODUCTION

In the month of January 2020, the Brookline School Committee, with the assistance of the New England School Development Council (NESDEC), conducted a Community Needs Assessment through a series of focus groups and an online survey. Six hundred ninety-four (694) people participated in the needs-assessment process (121 in focus groups and 573 in the online survey).

Participants provided their insights and views in response to two prompts:

- What are the qualities, characteristics, skills, knowledge and experience you desire in a new Superintendent of Schools?
- What do you see as the immediate challenges and tasks the new Superintendent should focus upon in his or her first six to twelve months in the position?

The Brookline Superintendent Public Advisory Committee subsequently reviewed and analyzed the community's input and discussed its own perspective to create the resulting *Successful Candidate Profile*. The *Successful Candidate Profile*, and the accompanying background information, is designed to guide the interview and selection process during the Superintendent search.

The Brookline School Committee wishes to thank and commend all those in the community and the schools who took the time to participate in the community needs assessment process. The Brookline Superintendent Public Advisory Committee looks forward to using the valuable insights gained through this process as it considers candidates for the position of Superintendent of Schools.

Respectfully submitted,
The Brookline School Committee

SUCCESSFUL CANDIDATE PROFILE

The community of Brookline expects a high level of competence across all aspects of the position of Superintendent. To ensure the selected Superintendent is a good match for our district's needs and goals, the School Committee reached out to the community through a series of focus groups and an online survey.

The School Committee's Superintendent Search Public Advisory Committee used the valuable information gathered through the focus group and survey process to inform its decisions in creating the following *Brookline Successful Candidate Profile*.

We seek a Superintendent has extensive teaching and administrative experience. Preference will be given to the candidate who demonstrates a significant depth of skill, experience and knowledge in the following areas and who...

- ❖ **IS A COLLABORATIVE AND INSPIRATIONAL LEADER ABLE TO BRING PEOPLE TOGETHER AROUND A SHARED VISION, GOALS AND STRATEGIC PLAN AIMED AT THE NEXT PHASE OF EXCELLENCE FOR THE BROOKLINE PUBLIC SCHOOLS**
- ❖ **PLACES STUDENTS AT THE CENTER OF ALL PLANNING AND DECISION-MAKING**
- ❖ **HAS STRONG INTERPERSONAL AND COMMUNICATION SKILLS; POSSESSES THE ABILITY TO DEVELOP POSITIVE RELATIONSHIPS, ENGAGE THE COMMUNITY AND BUILD TRUST WITH ALL CONSTITUENTS AND STAKEHOLDERS**
- ❖ **IS AN INSTRUCTIONAL LEADER AND TEAM BUILDER WITH EXPERTISE IN CURRICULUM DEVELOPMENT AND EFFECTIVE INSTRUCTIONAL PRACTICE**
- ❖ **PRIORITIZES EQUITY AND HAS EXPERIENCE IN ADDRESSING ISSUES OF RACIAL AND ECONOMIC JUSTICE; HIRES FOR DIVERSITY; AND WORKS FROM AN ANTI-RACIST AND INCLUSIVE LENS**
- ❖ **POSSESSES EXPERIENCE AND EXPERTISE IN VALUE-BASED BUDGET DEVELOPMENT TO ADDRESS PRIORITIES AND DEFICIT ISSUES AND IN THE MANAGEMENT OF SCHOOL CONSTRUCTION AND RENOVATION PROJECTS**

Indicators of the skill, experience and knowledge required for each of the above areas as determined via the community needs assessment are:

IS A COLLABORATIVE AND INSPIRATIONAL LEADER ABLE TO BRING PEOPLE TOGETHER AROUND A SHARED VISION, GOALS AND STRATEGIC PLAN AIMED AT THE NEXT PHASE OF EXCELLENCE FOR THE BROOKLINE PUBLIC SCHOOLS

- Strategic thinking, innovation and flexibility that looks beyond testing
- Experience with unifying people around a common vision and goals and with executing a plan
- Ability to develop a strategic plan, vision, goals and priorities that include rebuilding a sense of community, trust, respect and empowerment among all constituents
- Recognizes the strengths of the Brookline Public Schools and able to build on those strengths
- Ability to build consensus but also the courage to move forward without consensus
- Ability to develop and enforce consistent systems and processes and to hold people accountable

- Strong and confident to make decisions and defend publicly
- Ability to utilize data and research in making decisions

PLACES STUDENTS AT THE CENTER OF ALL PLANNING AND DECISION-MAKING

- Experience making children the center of values, priorities and decision-making
- Experience and deep understanding of student social-emotional issues and with trauma informed classrooms
- Able to identify systemic pressures and causes of stress among students and develop successful strategies and interventions
- Has an appreciation for the diverse academic and social-emotional needs of students and has an understanding of the development and implementation of support and intervention strategies to meet those needs

HAS STRONG INTERPERSONAL AND COMMUNICATION SKILLS; POSSESSES THE ABILITY TO DEVELOP POSITIVE RELATIONSHIPS, ENGAGE THE COMMUNITY AND BUILD TRUST WITH ALL CONSTITUENTS AND STAKEHOLDERS

- Community builder who is able to bring people together, rebuild trust and develop respectful relationships among all constituents and stakeholders
- Ability to develop confidence among educators, union, School Committee, Town officials and the broader community
- Excellent listening and communication skills
- Flexibility to change mind based on feedback
- Able to set boundaries
- Sees position as service to others (service leadership approach)
- Values expertise of professional staff
- Strong political and diplomatic skills
- Possesses excellent people skills; demonstrates the ability to involve the community in developing and implementing goals; views the community/school relationship as a partnership

IS AN INSTRUCTIONAL LEADER AND TEAM BUILDER WITH EXPERTISE IN CURRICULUM DEVELOPMENT AND EFFECTIVE INSTRUCTIONAL PRACTICE

- Extensive teaching and Central Office administrative experience
- Able to assess efficiency, effectiveness and composition of administrative staff
- Experience building a strong, collaborative team of central office administrators
- Able to mentor and build capacity in building leaders
- Able to delegate and manage time
- Has the ability and insight to recruit and retain high quality staff; has strong personnel management practices and understanding of the collective bargaining process
- Experience reviewing curriculum for rigor, challenge, relevance and creativity
- Deep knowledge and understanding of curriculum/standards and research-based innovation
- Experience working collaboratively with teachers on curriculum
- Able to review special education and ELL services to ensure best outcomes for all students
- Values and prioritizes science, social studies, performing and visual arts world languages, health, wellness and social-emotional learning as well as literacy and mathematics

- Has the commitment to supervise and evaluate school programs in the spirit of continuous improvement; has an understanding of educational practices, research and national/state/local initiatives; has the ability to frame issues for discussion, reach timely decisions and implement change

PRIORITIZES EQUITY AND HAS EXPERIENCE IN ADDRESSING ISSUES OF RACIAL AND ECONOMIC JUSTICE; HIRES FOR DIVERSITY; AND WORKS FROM AN ANTI-RACIST AND INCLUSIVE LENS

- Experience helping a school district become more equitable and with providing equal opportunities for all students
- Concrete experience in hiring for diversity and in developing and retaining a diverse staff
- Willing to tackle complex issues such as racial and economic justice tied to effective action
- Experience with a diverse and high-achieving district
- Knowledge of and commitment to equity and cultural competence
- Values equity of voice

EXPERIENCE AND EXPERTISE IN VALUE-BASED BUDGET DEVELOPMENT TO ADDRESS PRIORITIES AND DEFICIT ISSUES AND IN THE MANAGEMENT OF SCHOOL CONSTRUCTION AND RENOVATION PROJECTS

- Has a strong working knowledge of school finance, including budget development and management
- Has the ability to effectively communicate regarding budgetary issues with the School Committee, staff, community and local municipal officials
- Has developed budgets with a clear focus on values and students
- Is experienced in leading a district through building and renovation projects
- Has a strong working knowledge of school finance, including budget development and management; has the ability to effectively communicate regarding budgetary issues with the School Committee, staff, the Brookline Educators Union, community and local municipal officials; has clear understanding of federal, state, and local funding issues

TASKS THE COMMUNITY WISHES THE NEW SUPERINTENDENT TO FOCUS UPON IN FIRST SIX TO TWELVE MONTHS

- Take time to understand the community and school district and develop an entry plan that includes listening to and learning from educators and students alike
- Build trust and develop strong positive relationships with and among the School Committee, faculty, administrators, union, parents, taxpayer community and Town officials
- Engage the broad educational community in developing a shared vision, plan and goals
- Ensure student needs and equity issues are at the center of all planning
- Establish budget priorities and lead school facility planning and projects
- Initiate a process for the development of a strategic plan for the district