

Public Schools of Brookline: Superintendent Search Process Summary

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School Committee Member and Chair of Superintendent Search Process

March 17, 2016

Search Process Principles

- Impact—top priority is to hire an outstanding educational leader; this will guide all decision-making
- Transparency – share and communicate expectations so staff and the community know what is happening and how it is happening
- Efficiency – hit our deadlines to hire by spring 2016 (assuming the Impact condition is met)
- Engagement – engage and involve multiple stakeholders to get their input and feedback

November 2015

- The School Committee engaged in a Request for Proposals (RFP) process to identify and select a search firm for the Superintendent Search.
 - The Search Firm Selection Committee of the School Committee was Barbara Scotto, Rebecca Stone, Lisa Jackson, and Helen Charlupski.
 - Goal: Secure a search firm with extensive experience recruiting a highly qualified, diverse pool of candidates from across the country.
- Upon recommendation from the Search Firm Selection Committee, the School Committee voted to engage Atlantic Research Partners to conduct the search.
- Atlantic Research Partners (ARP) and the School Committee developed the search process, timeline and key milestones.
- ARP conducted interviews with School Committee members and Senior Staff to develop the job posting.

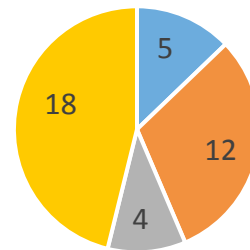
The Role of Atlantic Research Partners

- Work closely with Chair of Search Process to design and implement all aspects of the search process, subject to approval of the full School Committee
- Work closely with the School Committee to recommend and implement search process
- Develop and execute a comprehensive stakeholder engagement process
- Following a comprehensive stakeholder engagement process, draft the profile for desired qualifications and characteristics of superintendent for School Committee approval
- Deliver diverse, national candidate pool and present semifinalists for first round interviews with SC
- Conduct background checks on finalist candidates and assist School Committee in conducting reference checks

December 2015

- The Superintendent position was posted publicly December 3 and formal national recruitment began December 7.
- To get input from across Brookline, Atlantic Research Partners held 39 focus groups and forums:
 - 16 Focus Groups with Community Partners and Town Agencies
 - 18 Focus Groups with School and District Staff
 - 5 Community Forums open to the public with language translation available

Focus Groups and Forums
N= 39



- Community Forums
- Focus Groups with Community Partners
- Focus Groups with Town Agencies
- Focus Groups with School and District Staff

Community Partners and Town Agencies

Focus Groups

- Brookline Special Education Parent Advisory Council
- System-wide Parent Leadership Group (PTOs and School Councils from each building)
- Steps to Success
- METCO Parents
- Brookline Asian American Family Network
- ELL Parent Advisory Group
- Enrichment Challenge and Support Program Parent Advisory Council
- Brookline Extended Day Advisory Council (Directors)
- Town of Brookline Board of Selectmen
- Town of Brookline Advisory Committee
- Town Meeting Members Association
- Office of Diversity, Inclusion and Community Relations
- Brookline Education Foundation
- Brookline High 21st Century Fund
- Brookline Community Foundation
- Brookline Community Mental Health Center

School and District Staff Focus Groups

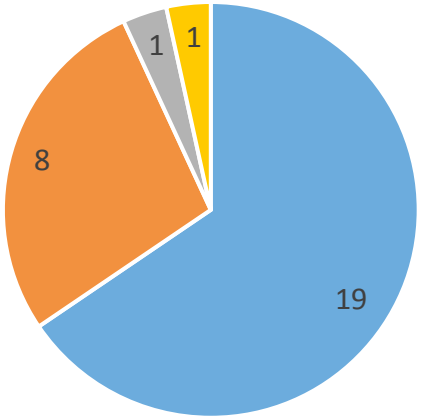
- Baker School Faculty & Staff
- Lower Devotion School Faculty & Staff
- Upper Devotion School Faculty & Staff
- Driscoll School Faculty & Staff
- Heath School Faculty & Staff
- Lawrence School Faculty & Staff
- Lincoln School Faculty & Staff
- Pierce School Faculty & Staff
- Runkle School Faculty & Staff
- Senior Staff and Interim Superintendent
- School Principals Team
- Curriculum Coordinators/Directors
- Central Office Staff
- Town Hall Department Heads & Administrative Staff
- BEEP Faculty & Staff
- Brookline High School Faculty & Staff
- Brookline Educators Union Leadership
- Town and School Facilities and Maintenance Staff

January 2016

- Using the input collected from focus groups and community forums, ARP developed the Superintendent Leadership Profile to be used by the School Committee in selecting finalists.
- Application deadline for candidates for the Superintendent position was January 15, 2016.
- We received 29 applications.

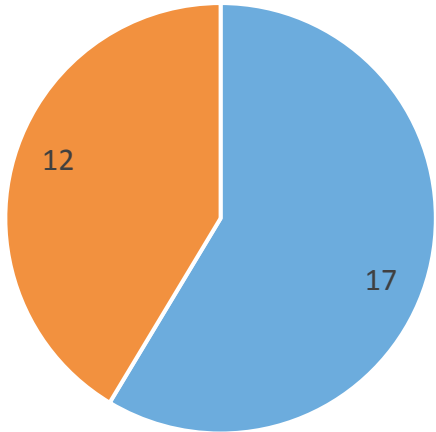
Applicant Demographics

Race/Ethnicity of Applicants
N=29



■ White ■ African American ■ Asian ■ Latino/a

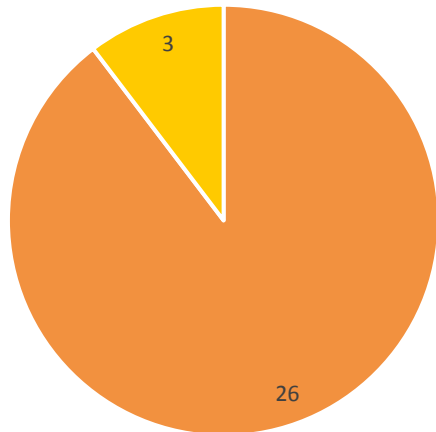
Applicants by Sex
N=29



■ Male ■ Female

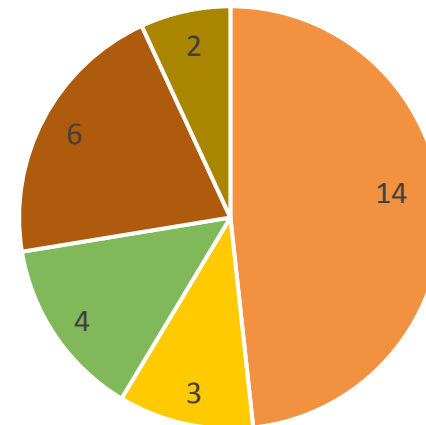
Education and Geographic Location of Applicants

Education Degrees of Applicants
N=29



■ Ph.D. or Ed.D./Master's Degree ■ Other (Including Educational Specialist Degree)

Geographic Location of Applicants
N=29



■ Massachusetts ■ Southern States ■ Midwestern States
■ Other Eastern States ■ Western States

February 2016

- Superintendent Search Subcommittee of the School Committee was formed to consider applicants and interview applicants and to make recommendation to School Committee of finalist candidates:
 - Chair, Lisa Jackson
 - Ben Chang
 - Helen Charlupski
 - Susan Wolf Ditkoff
 - Demographics of subcommittee: 50% members of color, 50% non-native English speakers, 75% female, 100% PhD/masters, 100% Brookline residents
- The Superintendent Search Subcommittee of the School Committee recommended three finalists to bring to the School Committee for consideration:
 - Andrew Bott
 - Jon Sills
 - Bernard Taylor

February 2016

- To inform the School Committee's choice among the three finalist candidates, a Finalist Review Committee (N=45) was formed, made up of representatives from four different groups: teachers, principals, parents/community members, and School Committee members. FRC responsibilities were to:
 - Attend at least two events for each finalist
 - Review finalist resumes
 - Submit feedback on individual finalists and comparative feedback across finalists.
- The public was invited to interviews with each finalist and invited to submit feedback for consideration by the School Committee by online survey.

The Finalist Review Committee

David Pollak	Brookline School Committee
Barbara Scotto	Brookline School Committee
Rebecca Stone	Brookline School Committee
Bernard Greene	Brookline Board of Selectmen
Sara Wishner	Teacher, Driscoll School
Melanee Alexander	Teacher, Brookline High School
Maurene Doherty	Teacher, Driscoll School
Lisa Soltani	Teacher, Driscoll School
Teresa Gallo Toth	Teacher, Runkle School
Jan Preheim	Teacher, Lincoln School
Nicholas Rothstein	Teacher, Brookline High School
Dawn Carney	World Languages, K-8 Coordinator
Norma Gordon	Upper Devotion, Mathematics Specialist
Janet MacNeil	K-8 Science Coordinator
Joanna Lieberman	K-8 English Coordinator

The Finalist Review Committee (continued)

Daniel Arroyo	Teacher, Brookline High School
Jeff Feldgoise	System-wide Parent Leadership Group
Lakia Rutherford-Sargent	System-wide Parent Leadership Group/METCO Parent
David Knight	System-wide Parent Leadership Group
Elizabeth Myska	Brookline Special Education Parent Advisory Council (SEPAC)
Lydia Shrier	Enrichment Challenge and Support (ECS) Program Parent Advisory Council
Emily Engeland	System-wide Parent Leadership Group
Chi Chi Wu	Brookline Asian American Family Network
Chris Chanyasulkit	Brookline Asian American Family Network
Priscilla Rodas	Steps to Success
Carin Aquiline	System-wide Parent Leadership Group
Cindy Tungate	System-wide Parent Leadership Group
Gabriela Kroszynski	System-wide Parent Leadership Group
Charla Whitley	System-wide Parent Leadership Group
Biaca Passarelli	Brookline Special Education Parent Advisory Council; Brookline Extended Day Advisory Council (BEDAC)
Lynne Chuang	System-wide Parent Leadership Group
Karen Shashoua	Parent, Heath School
Ian Roffman	Brookline Education Foundation

March 3, 2016

- School Committee met and reviewed FRC feedback, public feedback, and additional information on finalists from references and other background checks
- Using a rubric that draws on the PSB Leadership Profile and the Commonwealth's Department of Ed superintendent evaluation criteria, School Committee discussed strengths and challenges of each finalist
- Based on public and FRC feedback and School Committee's review, the top two candidates chosen to consider further were Jon Sills and Andrew Bott.

March 3, 2016 Continued

- A non-binding, “straw poll” vote was taken to understand Committee members’ preferences, and the result was
 - 6 preferred Andrew Bott
 - 1 preferred Jon Sills
 - 2 not ready to declare a preference yet

March 3, 2016 Continued

- School Committee comments on Andrew Bott:
 - Significant experience – 14 years as a principal who managed complex state mandates, a budget, and significant engagement with the teachers union and senior leaders (staff and elected) in Boston
 - Reputation as an effective communicator, culture builder, and relationship builder within a building and among school/community institutions
 - Experience as a coach and mentor to other principals
 - Success in hiring and retaining high quality staff, including staff of color
 - A supportive leader who holds people accountable
 - A visionary instructional leader
 - Gaps in experience include lack of system-wide administrative experience and high school experience; reference checks indicated that rapid mastery of complex problems was a particular strength across various school and community settings