

THE SCHOOL COMMITTEE OF THE CITY OF BOSTON



MEMORANDUM

TO: Boston School Committee Chairperson and Members
FROM: Alexandra Oliver-Dávila, BSC member and co-chair, *AD*
Superintendent Search Committee
Dr. Keith Motley, co-chair Superintendent Search Committee
SUBJECT: Superintendent Search Committee Process Update
DATE: November 7, 2018

The Superintendent Search Committee would like to provide the School Committee and Boston Public Schools (BPS) community with an update on the search process to-date, specifically progress towards drafting an RFP for a search firm, as well as ongoing engagement efforts.

The Search Committee held its first meeting on October 24th. We provided draft flyer for community listening sessions which has now been translated into the nine major BPS languages. Childcare will be provided at all listening sessions (with the exception of the student forum) and the following translated documents will be available at all sessions: desired characteristics of a superintendent (first compiled during the 2013 search process) will be revamped based on comments from received from the Search Committee, School Committee, community listening sessions and survey); draft search process timeline; and 2013 RFP for search firm. The search committee divided into three groups to tackle the various tasks ahead of us: (1) RFP revision for search firm, which includes interviewing firms; (2) community engagement, which includes ideas for most effective ways to let the community know about community listening sessions and beyond (i.e. survey) and (3) review and update of desired characteristics of superintendent /job description.

The Search Committee held its first Community Listening Session on October 30 in partnership with the Boston Teachers Union. We will most likely be adding another session for school leaders and teachers that will be open to all. We are adding a session with the Citywide Parents Council at the Bolling Building on November 27 from 6-8 p.m.

The Search Committee made many great suggestions on how we could communicate with and engage the community (meaning everyone, students, teachers, etc.).

- We are working closely with hosts of each Community Listening Session on pushing out flyers and social media graphics to their respective communities leading up to each meeting.
- Social Media Graphics and Flyers go out through the Mayor's Communications Team and the BPS Community Engagement Team
- The Mayor's Communications Team will also send out the Social Media Graphics and the Fliers to their press list - this includes ethnic media organizations
- BSC Executive Secretary Liz Sullivan will continue to leverage the BPS communication capabilities and disseminate information to the principals of each school to share with parents and students.
- Members of the Superintendent Search Committee have all of the flyers and social media graphics, and they will continue to push this information throughout their networks.
- The Superintendent Search Process page on the BPS website has been updated, and it will continue to be updated as new documents become available - <https://www.bostonpublicschools.org/superintendentsearch>
- We have developed a survey for people to voice their opinions on what they want to see in the next Superintendent, that survey can be found here: <https://goo.gl/forms/JsSMelbOTRCYAjQ72>
- BPS staff will provide iPads or laptops at BuildBPS information sessions for attendees to complete the survey.
- The Search Committee created a draft timeline that will be revised as we move along in the process and can be found on the search process webpage.
- We have reviewed and updated the search firm RFP from 2013 for School Committee consideration.

I want to thank Chairperson Loconto for scheduling a special School Committee meeting on November 14th from 5-7 p.m. to provide the Committee with an opportunity to:

1. Vote on an RFP to be released for search firm services (following an expected Search Committee presentation to the School Committee on November 7th).
2. Receive an initial presentation on a draft job description from the Search Committee, which would have met once and conducted two community listening sessions by that time.

At the next Search Committee meeting on November 14th at 7 p.m., we will focus on the characteristics/job description. This will be reviewed again as we still have listening sessions and surveys that will also influence final description. The Search Committee will also receive a legal training in closed session immediately following the meeting.

It is expected that the School Committee would then receive additional feedback from the Search Committee and the public at the November 28th School Committee meeting, and vote on a final job description for immediate posting at the December 5th School Committee meeting. The Search Committee looks forward to providing regular updates on this important work.

- C. Community Listening Sessions: Develop strategies for optimum community engagement, ideas for other avenues to get community feedback beyond listening sessions, Develop format & questions for listening sessions, recruit facilitators & note takers, synthesize feedback into themes/characteristics

Search Committee Meeting, November 14th from 7-8:45PM, Bolling

I. Tasks & updates:

- A. Search Firm:
- B. Job Description:
- C. Community Listening Sessions/Communications: Emerging guidance from Community Listening Sessions

II. Review of open meeting law & confidentiality by Carolyn Weisman, City of Boston (Executive Session)

Search Committee Meeting, November 26th from 6-8PM, Bolling

I. Interviews' with search firms

II. Emerging guidance from Community Listening Sessions

Search Committee Meeting, December 13th from 6-8PM, Bolling

I. Emerging guidance from Community Listening Sessions

II. Draft interview script presented by search firm

III. Overview of candidate interview process

Search Committee Meeting, January 14th from 6-8PM, Bolling

I. Overview of candidate pool

II. Develop plan for public interview process of finalists

II. Interview workshop by search firm (Executive Session)

Upcoming: Interviews with candidates

Search Committee Timeline 2018-2019 (DRAFT)

Search Committee Meeting, October 24th from 6-8PM, Bolling

I. Charge of Search Committee

- Present a revised RFP for a search firm at 11/7 school committee meeting
- Present job description to school committee on 11/7, work to refine with community and school committee feedback & present on 11/14 and on 11/28 for school committee approval

II. Review of Search Committee Meeting Dates (all at Bolling Building):

- Wednesday, October 24, 6-8PM
- Wednesday, November 14, 7-8:45 PM
- Monday, November 26, 6-8PM
- Thursday, December 13, 6-8PM
- Monday, January 14, 6-8PM

III. Review of dates for Community Listening Sessions & attendance by Search Committee Members (sign up)

- Tuesday, October 30 from 6-8PM at the Boston Teachers Union, 180 Mt Vernon Street, Boston 02125
- Monday, November 19 from 6-8PM at the Josiah Quincy Elementary School hosted by Boston Chinatown Neighborhood Center, 885 Washington Street, Boston 02111
- Tuesday November 20 Student Forum from 4:30-6:30PM at Bolling hosted by Boston Student Advisory Council, 2300 Washington Street, Boston 02119
- Thursday, December 6 from 6-8PM hosted by the Boston branch NAACP, 330 MLK Boulevard, Roxbury 02119
- Monday, December 10 (in Spanish) from 6-8PM at East Boston Social Center hosted by Greater Boston Latino Network & Amplify Latinx, 68 Central Square, East Boston 02128

IV. Tasks (2-3 people to dive in deeper and make recommendations):

- A. Search Firm: Revise RFP, send out letter to firms with updated RFP, review responses from RFP, select top 3 firms and interview based on developed criteria, develop MOU/agreement to work with search firm
- B. Leadership profile - Job Description/desired characteristics of the next superintendent: Revise job description based on community listening sessions to be presented at 11/14 school committee meeting and voted on at 11/28 school committee meeting



SUPERINTENDENT SEARCH

COMMUNITY LISTENING SESSIONS

Boston Public Schools

Boston Public Schools is seeking your input for our next Superintendent. We want to hear from parents, students, teachers, school leaders and the community at large on what characteristics and experience our next Superintendent should have.

Please join us at the following community listening sessions to participate in the process to help us identify the individual that will lead Boston Public Schools for years to come.

LISTENING SESSIONS:

Childcare will be available at all listening sessions.

Date:	Time:	Location:
Tuesday, October 30 Hosted by the Boston Teachers Union	6:00 - 8:00 p.m.	Boston Teachers Union: 180 Mt. Vernon St. Dorchester 02125
Monday, November 19 Hosted by the Boston Chinatown Neighborhood Center *Interpretation Services Provided	6:00 - 8:00 p.m.	Josiah Quincy Elementary School: 885 Washington St. Boston 02111
Tuesday, November 20 Student Forum hosted by the Boston Student Advisory Council	4:30 - 6:30 p.m.	Bruce C. Bolling Municipal Building: 2300 Washington St. Roxbury 02119
Thursday, December 6 Hosted by the Boston branch NAACP	6:00 - 8:00 p.m.	330 MLK Blvd. Roxbury 02119
Monday, December 10 <i>In Spanish</i> Co-Hosted by the Greater Boston Latino Network & Amplify Latinx *Interpretation Services Provided	6:00 - 8:00 p.m.	East Boston Social Center: 68 Central Square East Boston 02128

***Please contact Ken Rowe by email at ken.rowe@boston.gov or by phone at 617-635-5728 with interpretation requests or if you are interested in hosting a similar event.**

Boston Public Schools

Superintendent of Schools

Desired Characteristics

After seeking input from the Boston Public Schools (BPS) School Committee members, faculty, parents, staff, students, and community via focus groups, interviews, public forums, and an online survey, the Superintendent Search Committee for the BPS seeks a strong educational leader who will lead the BPS toward excellence for all its students and who:

Has demonstrated:

- A systemic commitment to excellence and equity and an urgency for improving educational opportunities and attainment for all students, along with successful execution of systemic and systematic reforms to address these needs.
- Success in closing the achievement and opportunity gaps while improving educational outcomes for all students from early childhood to college and career readiness.
- Cultural competence in addressing the myriad realities associated with meeting the needs of all students in a diverse urban setting, including culture, disability, equity, gender, language acquisition, poverty, prejudice, race/ethnicity, sexual orientation, and success as adults in a diverse global society.
- Commitment to the academic, emotional, physical and social development of the whole child.
- Successful and respectful working relationships with key stakeholders to include, but not be limited to, students, parents, families, teachers, school leaders, staff, bargaining units, community, advocates, foundations, partner organizations, media, elected officials, the School Committee, and the Mayor.

Understands the need to and has the ability to:

- Effectively and efficiently lead a system of schools operating under a variety of structures with varying degrees of autonomy and flexibility in local decision-making.
- Rely on hard data when making decisions and in the development and implementation of a comprehensive monitoring and accountability systems for the academic, personnel, and fiscal operations of the District.
- Recruit, develop, evaluate, collaborate with, and retain outstanding administrators, teachers, and staff members at all levels that are representative of the diversity which Boston embraces.
- Create a collaborative culture among administrators and teachers that focuses on supporting the work of teaching and learning in the classroom and throughout the school.
- Work collaboratively with the School Committee and appropriate stakeholders in the development, refinement and/or periodic review of the District's mission, vision, and

comprehensive strategic plan to ensure that they provide the District focus and guidance in short and long-term planning and decision-making.

- Develop effective and efficient partnerships with the many community organizations, parent and family groups, not-for-profit agencies, businesses, foundations, institutions of higher learning, faith-based communities, public officials and other groups that have a strong track record in ensuring every school is led by a capable, qualified school leader.
- Succeed in ensuring students are attending schools in facilities that are state-of-the-art by garnering the requisite community and political support to reach this goal.
- Collaborate with other Boston schools for the benefit of all children within the city, including by continuing the ongoing engagement with charter and parochial schools through the Boston Compact.

Possesses:

- A commitment to engage in regular, direct conversation and dialogue with students and to consider students first when every decision is made.
- Effective interpersonal and communication skills (verbal, written, and listening), including the demonstrated ability to communicate with key stakeholders in a variety of public and private forums.
- A collaborative leadership style that is both inclusive and decisive.
- Tolerance for risk-taking, when appropriate, to better meet the needs of students and/or the District.
- Track record of being visible and actively engaged in the schools and community.
- The skills to lead the nation's oldest district, including marshaling staff in central office and 127 schools to promote a culture of excellence in every school and provide leaders at every level the support needed to do so.
- Integrity, drive, intellectual curiosity, humility, flexibility, and sense of humor.
- Deep interest and expertise about best practices in K1-12 instruction, school-based transformation, garnering public support for expansion of early childhood and updating facilities.
- Courage to always put the needs of students first in the face of conflict and criticism.

THE SCHOOL COMMITTEE OF THE CITY OF BOSTON



DRAFT

Boston Public Schools Superintendent Search Committee Priorities Survey

As the search process begins for a permanent Boston Public Schools Superintendent, the Search Committee would like your ideas about what matters most in the next system leader. Thank you for your help.

1. Please select the option that most accurately describes your relationship with BPS
 - a. Student
 - b. Parent
 - c. Teacher
 - d. School Based Administrator
 - e. School Leader
 - f. Community Member

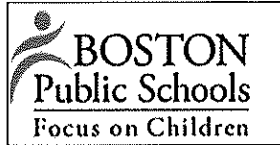
2. What are the three most important qualities or characteristics in the next superintendent?

	#1	#2	#3
Local / someone with a knowledge of Boston and BPS community			
Teaching experience / experience as an educator			
Good communicator			
Democratic leadership / listens to and empowers stakeholders			
Honesty and transparency			
Knowledge of special education laws and practices			
Experience as a leader of an urban school system			
Demonstrated commitment to anti-racism, equity and diversity			

3. What other qualities/qualifications are important to seek in the next superintendent?

4. What question would you most like a candidate for the job to answer?

5. Anything else you'd like to add?



SUPERINTENDENT SEARCH FOR BOSTON PUBLIC SCHOOLS

Request for Statement of Qualifications
from Executive Search Firm or Consultant

Commented [1]: RFQ: Leave it open to consultants not just firms

Deadline: TBD

Commented [2]: Update

**SUPERINTENDENT SEARCH FOR BOSTON PUBLIC SCHOOLS
REQUEST FOR STATEMENT OF QUALIFICATIONS FOR EXECUTIVE SEARCH FIRM**

The Superintendent Search for Boston Public Schools hereby requests proposals from qualified firms to provide Executive Search Consultant Services for the position of Superintendent for the Boston Public School system. The cost of this superintendent search, including the services of an executive search consultant will be privately funded through foundation support. As such, this request is not being issued under Massachusetts General Laws Chapter 30B. However, to ensure that the Search Committee obtains the most qualified firm that can most effectively deliver the required services, the Search Committee requests informal proposals as set forth below.

Firms interested in undertaking this assignment must forward 14 copies of a detailed proposal to be received no later than the close of business XX date, at the following address:

Superintendent Search
Boston School Committee
Bruce C. Bolling Municipal Building
2300 Washington Street
Roxbury, MA 02119

All questions concerning this Request must be sent in writing to the Boston School Committee office at superintendentsearch@bostonpublicschools.org.

Please be advised that this search will go at an accelerated rate, with the goal of finalizing an appointment by XX date. Interested firms, therefore, must be willing to commit the necessary staff resources to accommodate that appointment timeline. The Search Committee reserves the right to reject or accept any proposal based on criteria established at its sole discretion.

I. Scope of Services

The responsibilities of the selected firm will include the following:

- 1) Assist the Search Committee in conducting a search that generates a diversified pool of highly qualified candidates, including women and people of color.
- 2) Identify and solicit applications from superior candidates nationwide and internationally.

- 3) Maintain communication with candidates and respond to certain candidate inquiries and information requests.
- 4) Screen the initial applicant pool and provide a report on each applicant, using criteria established by the Search Committee.
- 5) Conduct reference and background checks including the nature and content of the background checks on all interviewees, as required, including extensive reference checks on three to six finalists.
- 6) Provide advice and direct assistance to the Search Committee in the overall conduct of the search, including the interview process.
- 7) Assist the Search Committee staff in coordinating candidate interviews and making necessary arrangements for candidate travel and accommodations.
- 8) Perform other related services in the conduct of the search.

II. Submission Guidelines

Each proposal must include at least the following information:

- 1) A summary of the firm's experience in conducting executive searches for superintendent of schools for comparably sized urban PreK-12 school districts.
- 2) A list of recent assignments in education and/or related fields, including the names of client institutions and the titles of positions for which searches were conducted.
- 3) The names, addresses, and telephone numbers of at least three individuals who may be contacted to comment on the firm's performance in recent searches in the last five years.
- 4) Evidence of commitment to, and successful experience in recruiting outstanding Superintendent candidates from culturally diverse backgrounds.
- 5) The name of each staff member who will be assigned to this search, a brief summary of his/her relevant credentials and experience, and an indication of the proposed time commitment to this project for each staff member. Please identify the lead staff person and provide contact information.
- 6) The proposed fee structure for this search, including one or more than one options depending on the specific nature of the final assignment.

Based on its review of proposals received by XX date, the Search Committee will invite a small number of selected firms to meet with it on XX date. A final determination/award will be made on XX date and is subject to Boston School Committee approval.

SCHEDULE – KEY DATES

- | | |
|-----------------------------------|-------------------|
| 1. Request Distributed | November 15, 2018 |
| 2. Vendor Questions Due | TBD |
| 3. Questions Answered in Writing | TBD |
| 4. Responses due by 5PM | TBD |
| 5. Interviews by Search Committee | TBD |
| 6. Finalist selected | TBD |

This solicitation shall not be construed in any manner to be an obligation by the District to enter into an agreement with any vendor.

The Search Committee reserves the right to reject any or all responses in its sole discretion. The Search Committee may negotiate the terms of the contract including revisions to the scope of the work with the selected vendor prior to entering into a contract.

The Search Committee reserves the right to revise in part this RequestRFQ by issuing one or more addenda to each of the respondents. If the Search Committee cancels or revises this Request, all respondents will be notified by addenda. The Search Committee also reserves the right to extend the date responses are due. Statements of interest and any other information submitted in response to this Request shall become the property of the Search Committee. Notwithstanding any indication by Respondent of confidential contents, and with the exception of bona fide confidential information, contents of responses are public documents subject to disclosure under the Massachusetts Public Records Law after award the completion of the selection process.

The Search Committee will not provide compensation to Responders for any expenses incurred by Responders for response preparation or for any demonstration or participation in their selection process that may- occur be made. Contractors submit responses at their own risk and expense.

A specific Superintendent job description will be provided to the successful search firm soon after the time of selection of a firm and the award of a contract to a search firm or consultant.

III. General Information about the District

Background

Over the past 25 years, the Boston Public Schools (BPS) has been transformed from a failing school district to one of the most successful urban public school systems in the country. We educate 70 percent of the school-age children who live in Boston. Today we educate approximately 56,000 students in 125 schools.

We are proud to be one of the most diverse school districts in the nation. Nearly one in every two students speaks a language other than English at home, and our students come from more than 100 different countries. One in five BPS students has a disability and two out of three are economically disadvantaged.

Approximately 42 percent of the system's students are Latinx; 34 percent are African American; 14 percent are White; 9 percent are Asian; and 1 percent are of a different background or multiracial. The Boston Public School system employs more than 10,000 persons, including 4,500 classroom teachers. The system's general fund budget for FY19 is \$1.1 billion.

BPS is the home of many firsts in the nation: first public school (Boston Latin School, 1635), first public elementary school (Mather Elementary School, 1639), first public school system (1647), first public high school (English High School, 1821).

UPDATE DATA BELOW

- Our 2013 graduation rate of 65.9 percent was the highest it has ever been—up eight points since 2007. -
- Graduation rates for African American students have risen from 54.2 percent in 2007 to 63.6 percent today.
- Graduation rates for English language learners have increased from 38.8 percent in 2007 to an all-time high of 60.1 percent today.
- BPS offers pathways to graduation to students who may have dropped out through our Re-Engagement Center and our summer graduation programs. We have cut the dropout rate by 52 percent since 2006.
- Thirty percent more students take AP exams today than three years ago, with Black and Hispanic students seeing the greatest growth in performance.
- Nine out of 10 elementary and middle school students are receiving weekly arts education, up from 67% in 2009, and the number of high school students accessing arts education has doubled in three years.
- In 2008, just four percent of 8th grade students who were not in an exam school were enrolled in Algebra I. Today, 34 percent of 8th grade students take this advanced mathematics course.
- The percent of 10th grade students who pass all MCAS tests has risen from

- 44 percent in 2009 to 53 percent today.
- We offer full-day pre-kindergarten education for 2,400 four-year-olds, up from 700 seats in 2005.
- BPS works in numerous partnerships with foundations, universities, corporations, nonprofits, and community organizations.
- Approximately one-third of our schools have some measure of autonomy (Pilot, In-District Charter, Turnaround, Innovation) and the district has been increasingly moving towards more autonomy for all schools through funding and hiring mechanisms.

Challenges include: - *These bullets will be rewritten into a narrative form*

- BuildBPS initiative
- High population of special education and ELLs
- Staff diversity
- Turnaround schools
- High school redesign
- Varying admissions processes in High School admittance

Formatted: Font: 12 pt
Formatted: Outline numbered + Level: 1 + Numbering Style: Bullet + Aligned at: 0.25" + Indent at: 0.5"
Formatted: Font: 12 pt, Font color: Auto
Formatted: Font: 12 pt, Font color: Auto
Formatted: Font: 12 pt, Font color: Auto
Formatted: Font: 12 pt, Font color: Auto
Formatted: Font: 12 pt, Font color: Auto
Formatted: Font: 12 pt, Font color: Auto

BPS Strategic Plan

In 2015, the Boston School Committee, following an extensive community engagement process, approved a five-year strategic plan for the district which set the following aspirational goals for the district:

Improved student outcomes

- All students will graduate ready for college and/or career as life-long learners and engaged global citizens.

Improved school quality

- BPS will be a district of high-performing schools, eliminating opportunity and achievement gaps.

Strong district leadership/high-quality, action-oriented teachers and staff

- BPS will recruit, develop and retain highly effective, culturally-competent school and district leaders, teachers and staff who are held accountable for meeting objectives.

Effective resource allocation

- BPS will make effective and equitable use of resources.

Greater community engagement

- All schools will strengthen student, family, and community investment to guarantee opportunities for student success.

Superintendent Position

The Superintendent is the executive for the School Committee in all matters relating to the powers and duties of the School Committee. S/he has the sole authority to make appointments and promotions for all school system positions.

The Boston Public School system is governed by a seven-member school committee appointed by the Mayor of Boston to four-year terms. Committee members are entitled to a stipend.

The School Committee is charged with hiring, supervising, evaluating, and paying the superintendent. It also has the authority to develop educational, personnel, managerial and financial policies for the school system and to adopt balanced operating and capital budgets annually. Additionally, the superintendent serves as a member of the cabinet of the Mayor of the City of Boston.

The Superintendent has the obligation to implement the policies and budget of the school district.

It is essential that the Superintendent demonstrate: a) educational leadership; b) administrative and leadership skills; and c) the ability to communicate and interface with effectively with the Boston community and its institutions. A specific job description will be developed.

IV. Qualifications

The selected firm must have recent experience (in the past 18 months) in conducting a successful search (selection of a candidate and acceptance of a position, as facilitated by your firm) for a Superintendent of Schools for an a comparably sized urban PreK-12 school district with at least 420,000+ students and which has authorized Charter Schools. If a firm does not have such experience or does not submit information in the proposal regarding this qualification, the proposal may be deemed non-responsive and may be eliminated from further consideration.

V. Search Committee Membership

Co-Chairs:

Alexandra Oliver-Davila, member, Boston School Committee; executive director, Sociedad Latina

Dr. J. Keith Motley, professor and former chancellor, UMass Boston

Members:

- Samuel Acevedo, executive director, Boston Higher Education Resource Center (HERC)
- Carlos Brown, parent, Guild Elementary School
- Dr. Tanya Freeman-Wisdom, headmaster, Boston Latin Academy
- Katherine Grassa, principal, Curley K-8 School
- Carolyn Kain, chair, Boston Special Education Parent Advisory Council
- Craig Martin, principal, Michael J. Perkins Elementary School
- Michael O'Neill, member, Boston School Committee; executive vice president, 451 Agency
- Elvis Rodriguez, student, Snowden International High School; member, Boston Student Advisory Council
- Jessica Tang, president, Boston Teachers Union