



New England School Development Council

28 Lord Road, Marlborough, MA 01752 ➤ Tel: 508-481-9444 ➤ www.nesdec.org

March 25, 2021

Regional School District #17
Haddam/Higganum/Killingworth/Haddam Neck
57 Little City Road
Higganum, CT 06441

Attention: Prem Aithal

Dear Mr. Aithal:

As requested, attached please find NESDEC's Proposal to Provide Strategic Consulting Services to Region #17. I have also included General Information about NESDEC and a Statement of Qualifications.

Please note that the detailed form and sequence of the strategic planning activities may be modified to meet the specific needs of the district, the availability of staff, the schedule as affected by the school calendar, or cost.

Please feel free to call if you would like to discuss any aspect of the proposal or the planning process.

Thank you for considering NESDEC for this project.

Very truly yours,

A handwritten signature in black ink that reads "Arthur L. Bettencourt". The signature is written in a cursive style with a large, stylized initial 'A'.

Arthur L. Bettencourt, Ed.D.
Executive Director



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**A PROPOSAL
TO PROVIDE CONSULTING SERVICES TO
REGION #17
FOR THE DEVELOPMENT AND FACILITATION OF A
STRATEGIC PLANNING PROCESS**

MARCH 2021

**New England School Development Council
28 Lord Road
Marlborough, MA 01752
508-481-9444
nesdec@nesdec.org
www.nesdec.org**

GENERAL INFORMATION ABOUT NESDEC

The New England School Development Council (NESDEC) is an organization whose general purpose is the development of high-performance schools throughout New England. NESDEC, originally established at the Harvard Graduate School of Education, is now a stand-alone, not-for-profit corporation and has been serving New England school districts since 1946. Based upon the concept of collaboration, NESDEC seeks to meet the needs of school districts by pooling resources so that many can do together what one cannot do alone.

Today, NESDEC represents approximately 300 cities and towns in New England and offers services to school districts in four areas:

- ◆ **Planning Services.** NESDEC offers services related to strategic planning, special education audits, dropout prevention, collaboration/shared services, short- and long-range facilities planning (including enrollment forecasting, capacity determinations, option development, etc.), as well as services related to other aspects of school district planning.
- ◆ **Executive Search.** NESDEC assists School Boards/Committees in filling Superintendent, Assistant Superintendent, Principal and other educational leadership positions.
- ◆ **Learning and Teaching.** NESDEC sponsors workshops/seminars and on-site training/coaching for school administrators, teachers, school board/committee members and others within the educational community.
- ◆ **Research and Development.** NESDEC undertakes research or development projects funded through public, foundation or corporate sources, which have a high potential for enhancing the performance of schools and school districts.

NESDEC is governed by a Board of Directors and administered by an Executive Director who is assisted by professional/support staff in the Marlborough, MA office and associate staff located throughout New England.

A not-for-profit organization, NESDEC is financed through affiliation fees, contract service fees, and grants received from public and private sources.

STATEMENT OF QUALIFICATIONS

Through its Planning office, NESDEC has been helping school districts plan for future school facility needs for over seventy years.

Specifically:

1. NESDEC prepares and updates approximately 280 enrollment forecasts each October. Additionally, NESDEC has prepared over 200 Community Demographic Profiles for those districts needing additional background data as a context for enrollment projections. These profiles are based on information from the U.S. Census, updated with more recent data, interviews with municipal officials, regional planners, and others familiar with each local community being studied.
2. NESDEC has conducted numerous specialized studies for school districts throughout New England. A partial listing of these studies includes: strategic and systemic planning, human resources audits, facilities planning, special education audits, school staffing studies, curriculum reviews, Title IX/Civil Rights audits, custodial and maintenance reviews, and central office/management staffing audits.
3. NESDEC has extensive experience in working with the full range of a community's constituencies, including city/town officials, school building committees and/or other ad hoc planning groups, school staffs, parents and other community members.
4. For decades, NESDEC has been using focus groups, surveys, and facilitated interviews as vehicles to strengthen school-community partnerships by sharing data and soliciting a wide variety of citizen input/opinions/feedback in the formative stages of NESDEC studies.
5. NESDEC has a proven record of success in effectively presenting and explaining school facilities planning issues in a variety of public forums.

A. GENERAL NATURE OF THE STUDY

Regional School District #17 (Haddam/Higganum/Killingworth/Haddam Neck) wishes to generate a Strategic Plan to maintain and enhance the delivery of high quality, comprehensive educational services, and to serve as a benchmark for the improvement of the school district. The product of this study would be in the form a Strategic Plan Framework . While considered a stand-alone document, the Framework could also serve as the foundation for the future development of a comprehensive strategic planning document.

B. SCOPE OF WORK

NESDEC would provide a consultant, Dr. Elizabeth Osga, to assist the Superintendent and District with strategic planning.

The NESDEC consultant would:

1. Assist in Identifying Roles and in the Development of a Timeline

- a.** Assist the Board of Education/Administration in identifying the participants in the planning process and their respective roles. The District would designate a primary contact for the NESDEC consultant.
- b.** Meet with the Board of Education and Superintendent/Steering Committee to develop an event timeline for the strategic planning process. This timeline would include major tasks in the planning process and would delineate the responsibilities for the various components of the process.

2. Assist in Clarifying the Mission Statement and Vision Statement

NESDEC recognizes that the District has developed and adopted a *Vision of the Graduate* (VOG) and seeks to build a Strategic Plan based upon this vision.

3. Develop a Profile of the Present State of the District

- a.** NESDEC would review prior studies and selected documents from the district that would be used to support the planning and decision-making process.
- b.** Through review and analysis of the data and information accumulated in **3a** (above), NESDEC would create a Profile of the Present State of the District. The Profile would identify areas of success as well as areas of future challenges.
- c.** NESDEC would assist in the process of identifying the major issues, concerns, or areas that the strategic plan should address, and assist the District in the identification of goals and priorities.

4. Assist in the Development of Goal Attainment Strategies

- a. Develop strategies and plans to attain goals, including the development of capacity, the alignment of systems and resources, and the identification of actions needed to achieve results.
- b. Identify qualitative and quantitative indicators of success that can be used to monitor and measure goal progress and attainment.
- c. Ascertain potential strategies to respond to both progress monitoring and unforeseen events and circumstances.

5. Promulgating the Strategic Plan Document and Building Support

NESDEC would assist the District in the development of a promulgation plan to ensure that the Strategic Plan is widely known and valued as the driver of the *Vision of the Graduate*.

C. THE CONDUCT OF THE STUDY

NESDEC would provide the staff for conducting the strategic planning process. The Board of Education, acting through the Superintendent of Schools or a designee, would take such action as appropriate to facilitate the process.

The Superintendent/designee would make necessary arrangements to:

- provide access to municipal and school reports and records;
- make available such files and summaries of data as are collected and maintained by the school system;
- if necessary, provide access to school buildings and classrooms; and
- designate members of the staff of Region #17 to work with appropriate personnel of NESDEC.

As chief agent for the Board of Education, the Superintendent will be involved in consultation with the NESDEC representative for all phases of the project. The Strategic Planning Committee is encouraged to include representative faculty and administrators, as relevant and appropriate, in the planning process.

Meetings may be held in person or virtually based on the preference of the Board and prevailing pandemic advisories. Both in-person and virtual meetings will be hosted by the Region #17 Board of Education. Specific meeting dates and times will mutually be agreed upon between the District and the consultant.

D. STRATEGIC PLAN FRAMEWORK

Two (2) hard copies of the Strategic Plan Framework would be published, primarily in bullet format, as determined by the NESDEC study staff. An electronic copy of the report would also be provided in PDF format.

E. TIMELINE FOR THE STUDY

This project could be completed within 6 to 12 months of the signing of an Agreement or other mutually acceptable commencement date, contingent upon school vacation schedules, availability of district data and information, and availability of school and municipal officials.

NESDEC has consistently met deadlines for all project work. We invite verification from references.

F. COST

Consulting Fee

The consulting fee to Region #17 for the work described in this proposal would be **\$8,750** (price includes all discounts). This quote includes all professional services provided by the NESDEC office staff.

Fee Schedule

One-third of the consulting fee, \$2,917 would be due and payable upon the signing of the Agreement. The remaining two-thirds of the consulting fee, \$5,833, would be due and payable within thirty days of the submission of the Strategic Plan Framework.

G. ADDITIONAL SCOPE OF WORK

Presentations

On-site (when deemed safe) or virtual presentations of this report may be made at additional cost.

General Extended Scope

Additional scope of work beyond that specified in this proposal, if requested by the district and agreed to in advance by NESDEC, would be conducted at a cost of **\$195 per consultant hour** plus reasonable expenses.

This price quote will remain in effect until July 31, 2021.

NESDEC AFFILIATION

At the present time, Region #17 is not an affiliate of NESDEC. However, if awarded the contract for this project, NESDEC would grant affiliate status at no charge for one year to the District (a value of \$3,170 based on approximately 2,000 students). This would entitle the district to NESDEC affiliation and benefits through FY 22, including discounts on all future fee-based services, free enrollment projections, free Special Education Trend Report services, free access to the Title IX Self-Assessment Inventory, professional publications, and periodic legal advisories.

PROJECT TEAM MEMBERS

Elizabeth Osga, Ph.D. Senior Search Associate

Elizabeth Osga is a Connecticut educator who draws on expertise from success in teaching, leading, consulting and serving. Dr. Osga holds a BS in Elementary Education (SCSU), MS in Language Arts (ECSU), a Sixth Year Diploma in Teaching the Talented (UCONN) and a PhD in Educational Administration (UCONN). Her public school teaching experience included 17 years of teaching at the elementary and middle school levels with specialization in gifted and talented programming. She served as an elementary principal and assistant superintendent before leading two Connecticut school districts as superintendent of schools for 14 years. Dr. Osga has taught educational administration at the graduate level, is currently an executive coach for Connecticut superintendents, and is a staff associate with the Connecticut Center for School Change. She has served as Chair of the CAPSS Women's group as well as the SE CT Association of Superintendents. Dr. Osga's current community service includes membership on the Board of Directors for the Uncas Health District and service as a corporator for the JC Savings Bank.

Arthur L. Bettencourt, Ed.D. Executive Director

Dr. Bettencourt received his B.A. from Salem State College, his Master's degree from Tufts University, and his Doctorate from Boston University. He served as a Superintendent of Schools in Massachusetts for twenty-one years. Prior to working as a Superintendent, he held several administrative positions in public schools. Dr. Bettencourt has been a Lecturer at Simmons College in Boston, Massachusetts, and has been active in the training and preparation of educators at the graduate level. He has also served on the Boston University Pre-k-12 Educational Advisory Board. Dr. Bettencourt has offered numerous professional development workshops in school governance, planning and organizational development, leadership entry, career path development, and curriculum design. While serving as a superintendent, Dr. Bettencourt administered several school construction and renovation projects at both the elementary and secondary levels. He is on the Board of Directors of the National School Development Council and is a past-president of the organization. He is also on the editorial board of the *Journal for Leadership and Instruction*, a peer-reviewed, international research journal for educational professionals. Dr. Bettencourt coordinates all of NESDEC's executive search and planning projects, and has worked for the firm since 2004.

ELIZABETH OSGA, Ph.D.
134 Colonel Brown Road
Griswold, CT 06351

EDUCATION:

Doctorate

University of Connecticut
Educational Leadership

Master of Reading/Language Arts

Eastern Connecticut State University

Bachelor of Arts

Southern Connecticut State University
Elementary Education

**PROFESSIONAL
EXPERIENCE:**

Staff Associate

New England School Development Council
Marlborough, Massachusetts

Staff Associate

Connecticut Center for School Change
Hartford, CT

Executive Coach for Superintendents

Connecticut Association of Public School Superintendents

Adjunct Professor

Educational Leadership
Sacred Heart University

Superintendent of Schools

Lyme-Old Lyme, CT

Superintendent of Schools

Griswold, CT

Assistant/Interim Superintendent of Schools

Stonington, CT

Principal

West Vine St. School, Pawcatuck, CT

Teacher

Elementary and Middle School Classroom
Elementary and Middle School Gifted and Talented Specialist
Stonington, CT

ARTHUR L. BETTENCOURT, Ed.D.
148 Union Street
Norfolk, MA 02056

EDUCATION:

Doctorate

Boston University, Boston, MA
Educational Leadership/Systems Development & Adaptation

Master of Education

Tufts University, Medford, MA

Bachelor of Arts

Salem State College, Salem, MA
Biology

**PROFESSIONAL
EXPERIENCE:**

Executive Director

New England School Development Council

Lecturer

Simmons College, Boston, MA

Executive Search Consultant

New England School Development Council

Superintendent of Schools

Medway Public Schools, Medway, MA

Superintendent of Schools

Supervisory Union No. 47
Bolton and Stow, MA

Principal, Assistant Principal

Dover Public Schools
Dover, NH

Science Department Curriculum Associate (Chair)

Weeks Junior High School
Newton Public Schools
Newton, MA

Science Teacher

Weeks Junior High School
Newton Public Schools
Newton, MA

REFERENCES (PARTIAL LIST)

Grafton, MA (2019)	Dr. James Cummings, Superintendent, 508-839-5421 Mr. Daniel Gale, Director of Business and Finance
Torrington, CT (2019)	Ms. Susan Lubomski, Superintendent, 860-489-2327 Mr. Ed Arum, Director of Business Services
West Springfield, MA (2019)	Mr. Michael Richard, Superintendent, 413-263-3289
Hingham, MA (2019)	Dr. Paul Austin, Superintendent, 781-741-1500
Dighton-Rehoboth RSD, MA (2019)	Dr. Anthony Azar, Superintendent, 508-252-5000, X5134 Ms. Catherine Antonellis, School Business Administrator
Gorham, ME (2018)	Ms. Heather Perry, Superintendent, 207-222-1012
Milford, MA (2018)	Dr. Kevin McIntyre, Superintendent, 508-478-1100 or Mr. Craig Consigli, Assistant Superintendent
North Attleborough, MA (2018)	Mr. Scott Holcomb, Superintendent, 508-643-2100
SAU #17, NH (2018) (Sanborn RSD)	Mr. Thomas Ambrose, Superintendent, 603-642-3688
Scituate, RI (2018)	Dr. Lawrence Filippelli, Former Superintendent (current Superintendent in Lincoln, RI), 401-726-2150
Springfield, MA (2018)	Mr. Daniel Warwick, Superintendent, 413-787-7088
Wilton, CT (2018)	Dr. Kevin Smith, Superintendent, 203-762-3381
Chelsea, MA (2017)	Dr. Mary Bourque, Superintendent, 617-466-4477
Easton, Redding, Region 9, CT (2017)	Dr. Thomas McMorran, Superintendent, 203-261-2513
Hebron, CT (2017)	Mr. Timothy Van Tasel, Former Superintendent 860-228-2577
Medfield, MA (2017)	Dr. Jeffrey Marsden, Superintendent, 508-359-2302
SAU #85 (Sunapee), NH (2017)	Mr. Russell Holden, Superintendent, 603-763-7627
Saugus, MA (2017)	Dr. David DeRuosi, Superintendent, 781-231-5000
North Kingstown, RI (2016)	Dr. Phil Auger, Superintendent, 401-268-6400 Ms. Mary King, Director of Administration, 401-268-6410