

SCHOOL COMMITTEE

(Official Report)

Special Meeting

July 1, 2015

Called for 6:00 PM in the Dr. Henrietta S. Attles Meeting Room, Cambridge Rindge and Latin School, 459 Broadway, Cambridge, for the purpose of meeting with the firm, Hazard, Young, Attea and Associates (HYA) who are assisting the School Committee with the Superintendent Search.

Members Present: Ms. Cronin, Mr. Fantini, Mr. Harding, Ms. Kelly, Ms. Nolan, Mr. Osborne (~~Absent~~) and Mayor Maher

Also Present: Ms. Barbara Allen, Executive Director of Human Resources
Ms. Alanna Mallon, Mayor's Office Liaison
Mr. Jefferson Smith, Mayor's Chief of Staff
Mr. Hank Gmitro, President of HYA
Mr. Ed McCormick, HYA Consultant

Mayor Maher in the Chair.

A quorum of the School Committee being present, the Chair called the meeting to order at 6:00 PM.

Public Comment:

The following individual was heard:

Mr. Jake Crutchfield, River Street, Integrating the Arts into Stem Education

On a motion by Ms. Cronin, seconded by Ms. Kelly, it was voted to close public comment.

Mayor Maher turned the meeting over to Ms. Allen who introduced two consultants Mr. Hank Gmitro and Mr. Ed McCormick. Mr. Gmitro, President of HYA spoke about his career, and informed the Members that another member of their team, Mr. John Connolly, will be assisting by helping to recruit candidates, then Mr. Ed McCormick also spoke about his background.

Mr. Gmitro stated the purpose of this meeting is to go through the plans for the search. He spoke about the contents of the 3 ring binder and offered that we share it with stakeholders and community so HYA can meet with them for their input. He mentioned that some candidates may think this is too early to have sitting Superintendents publicly commit to looking for a new position. If this were a confidential search, it would be different. Doing a search over the summer is more difficult than doing it during the school year.

When Mr. Gmitro opened the floor to questions and a discussion around the following issues, concerns and questions followed:

Ms. Cronin asked who makes up the interviewing committee and how do we get started. How do we create a profile of who our ideal candidate is?

Ms. Kelly suggested the interview committee include more than just the school community. We should include partnerships because we are isolated from the community and sometimes there are misunderstandings. We may need to have outside people involved so they can understand our system better.

Special Meeting

July 1, 2015

2

Mr. Osborne stated he is not certain that business leaders are necessarily the way to go with the interview committee. His thoughts are that parents, educators, students, former students and the Members should be included on the interview committee, but he is open to be persuaded otherwise.

Mr. Harding responded by suggesting we should not think in terms of traditional business, instead think about Stem and Steam, Breakthrough, Tutoring Plus and Cambridge School Volunteers. Also, consider that realtors need to convince potential home buyers that the school system is on point. He emphasized the Members need to be clear in distinguishing between decision making and input. Mr. Harding also suggested looking at the template of the Fowler-Finn process. He directed the secretary to find the paperwork on this process. Ms. Allen stated that the Finalist visits were done internally by HR. She has the notes and will provide them. He also asked about salary.

Mr. Osborne responded and agreed business input is important, however, in his opinion, they should not be on the interview committee.

Ms. Nolan stated to her knowledge all candidates before becoming finalists are confidential, after that they become public. She asked whether or not we can find the time to meet and create a vision for the next 5 years. She also asked the firm to define the term eligible. She wants a clear understanding of what the required educational credentials are to be a superintendent.

Mr. Fantini stated he can write a vision. He also mentioned that Nashville is excited to be applying to our district. After doing 9 searches, one that stands out for him is the one where all candidates went around to the various different stakeholders at an event held at Cambridge College. At the end of the long day they were ranked by the different vested groups. He also asked the firm if they have candidates that they rotate from one school system to the next until they are placed. Mr. Gmitro responded in the negative stating they do not do anything for the candidates. He explained they do not have a stable of candidates they are trying to place. They only work for the School Committee Members. The firm encourages the Members and the community to look for candidates. They are very proactive in the recruiting phase once they know who the Members are looking for.

It was stated we need to keep it as confidential as possible in the beginning and up to the point when we announce the final candidates. It was also mentioned if candidates do not get a strong signal suggesting they are a finalist, they withdraw. It is a big deal for a sitting superintendent to take a risk on being public about looking for another job as superintendent in another district. Mr. Gmitro encourages us to look at assistant superintendents. The Members will have access to all of the applications.

Mayor Maher explained the way a past search was done and that there was broad community support, including one Member being on the interview committee. Mr. Mayor offered that we look at the laws and how they have changed. It is good to have a nice mix of business, higher ed, human services and parents. Up to 14 people may be on the interview committee. He will look this over with the secretary.

Mr. Gmitro recommends up to 3 finalists. This activity should be around mid October. We will need 3 days of time for these three finalists. He wanted all Members to know there are not as many superintendent candidates now as there used to be, many are less willing to move and relocate. Mr. Gmitro encourages us to find qualified candidates and pass them on to the firm. It is reasonable to interview 5-7 candidates over a couple of days. The Members need to be in attendance for all 3 days. The firm suggests a fair number of interviewers are 8-12. It is hard to get a larger number to come to the same conclusion.

Mr. Gmitro walked the Members through the following agenda items:

1. Review process – review the flow chart.
2. Confidentiality will be in place until the Members decide when to make the search open

Special Meeting

July 1, 2015

3

3. Background Checks are about a 5-7 day process. Do we want them done on the semi finalists or just the 3 finalists? Most districts do it on the one finalist. The Members agreed on the final candidate.

4. Calendar for search: During the third week of August, 26th, 27th and 31st HYA will be here all day to identify groups. There should be an Open Forum with 3 questions: What works well? What are the issues and challenges? and What are the characteristics for a successful superintendent?

During the week of October 5th initial interviews with semi finalist should occur.

October 13, 14 & 15 will be for the 3 site visits with candidates during the day and in the evenings. There will be a different candidate each day. There will be a 2nd interview in the same evening. The following two weeks can be spent sorting through those individuals, on background checks and contract negotiations. Lastly, site visits should be the last two weeks of October which are the weeks of the 19th and the 26th.

SUPERINTENDENT SEARCH CALENDAR

Activity	Date
Community Groups Meet with HYA	August 26, 27 and 31
Initial Semi Finalists Interviews	Week of October 5
Three Finalist Community Forums (different candidate each day)	October 13, 14 and 15 (second interview in the PM)
Committee Members conduct Site Visits	Weeks of October 19th and October 26th

5. Get the Online survey on the district website

6. Schedule times for interviews with SC Members

7. HYA will send out invitations for open forums and community groups. Members can send invitations (by sending names to HR) to as many business groups as they want. The more groups invited the better. Suggestions are: alums of CRLS, Cambridge Local First, Realtors, Chamber of Commerce, NAACP Education Committee and City Councilors. HYA will ask these groups 3 questions: What is working well in CPS? What are the issues and challenges that need to be addressed? What are the essential characteristics to being a superintendent in CPS?

8: Number of candidates – 5 - 7 candidates – late September

Make an offer on 3 things: clean background check, successful contract negotiations and a positive site visit.

9: Internal candidates - HYA will interview all internal candidates.

10: Advertisement – HYA does an ad in Ed Week every two weeks; Cambridge is already included in the one coming out this week. It was stated we are highly visible and most candidates don't come from ads. It was also suggested that HYA do more outreach. Ms. Allen agreed networking is good; but advertising helps too, especially on a National search. We get a narrow pool on networking. The Members chose package 1 for advertising.

11. Salary and benefits needs to be known before HYA can recommend candidates. Members need to know in the next 3 to 6 weeks what the maximum salary range will be. When they are one of the 3, we need to ask the candidate what they expect for pay. It is in our benefit to know while they are still competing.

12. Residency expectations – The Members don't have a preference where the superintendent resides.

13. Ms. Allen is our Liaison.

Special Meeting

July 1, 2015

4

14. Determine who will serve as the HYA Liaison and contact info is provided in the binder.

Mr. Mayor will be in touch to schedule a meeting to go over the various issues. Will there be something on our website after we have a revised timeline to avoid confusion.

On a motion by Mr. Fantini, seconded by Ms. Kelly, it was voted to adjourn at 8:00 PM.

Dosha Beard

Confidential Secretary to the School Committee

Distributed Back-up Documents (copy on file in the School Committee office):

Agenda

3 ring binder Superintendent Search 2015

2 Handouts from HYA

1. Supt. Search Planning Meeting
2. Defining the Desired Characteristics