



## ANDOVER SCHOOL COMMITTEE

SC Room Key: I.O. = Information Only; A.R. = Action Request

TUESDAY, OCTOBER 20, 2020

Virtual Open Meeting Broadcast by AndoverTV

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Public Participation via email: [scremote@andoverma.us](mailto:scremote@andoverma.us)

Please include your name and address when you submit your questions

- |   |        |
|---|--------|
| I. School Committee Meeting – Call to Order/Moment of Silence | 7:00PM |
| A. New Business   |        |
| 1. Permanent Superintendent Search                            | A.R.   |
| 2. Interim Superintendent Search                              | A.R.   |
| B. Adjournment  | A.R.   |

*Pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, and the Governor's March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place, this meeting of the Regular School Committee Meeting will be conducted via remote participation to the greatest extent possible. Specific information and the general guidelines for remote participation by members of the public body and/or parties with a right and/or requirement to attend this meeting can be found on the Town website. For this meeting, members of the public who wish to watch the meeting may do so in the following manner: Andover TV Comcast Channel 99, Verizon Channel 43 OR streamed on the Education Channel at [www.andovertv.org](http://www.andovertv.org)*

*Members of the public who wish to ask a question on a particular agenda item during the meeting can do so by emailing [scremote@andoverma.us](mailto:scremote@andoverma.us). Residents are encouraged to email their questions ahead of time, but we will do our best to relay questions received during the meeting to the School Committee. Every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Town's website an audio or video recording, transcript, or other comprehensive record of the proceedings as soon as possible after the meeting.*

# SUPERINTENDENT SEARCH FOR ANDOVER PUBLIC SCHOOLS

Request for Proposals from Executive Search Firm or Consultant

Deadline: November 12, 2020

DRAFT

**SUPERINTENDENT SEARCH FOR ANDOVER PUBLIC SCHOOLS  
REQUEST FOR PROPOSALS FOR EXECUTIVE SEARCH FIRM**

The School Committee for Andover Public Schools hereby requests proposals from qualified firms or individual consultants to provide Executive Search Consultant Services for the position of Superintendent for the Andover Public School system. This request is being issued under Massachusetts General Laws Chapter 30B. To ensure that the School Committee obtains the most qualified firm or individual consultant that can most effectively deliver the required services, the School Committee requests formal proposals as set forth below.

Firms and/or individuals interested in undertaking this assignment must forward one (1) original and five (5) copies of a detailed technical proposal, and one (1) separately sealed price proposal to be received no later than the close of November 12, 2020, at the following address:

Town of Andover  
Office of the Purchasing Agent  
36 Bartlet Street  
Andover, MA 01810

All questions concerning this Request must be sent in writing to the Andover School Department Purchasing Agent at [Theresa.peznola@andoverma.us](mailto:Theresa.peznola@andoverma.us)

Please be advised that this search will go at an accelerated rate, with the goal of finalizing an appointment by July 1, 2021. Interested firms or individuals, therefore, must be willing to commit the necessary staff resources to accommodate that appointment timeline. The School 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 locally, nationally, 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, highlighting executive searches for superintendent of schools for comparably sized 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 more than one option depending on the specific nature of the final assignment.



### **III. General Information about the District**

#### **Background**

Andover Public Schools (APS) is a district dedicated to providing creative and quality instruction that educates the whole child so that they are prepared for success in college, career and life. We are a district known for academic rigor and excellence in arts and athletics.

APS is focused on world-class child-centered excellence in early childhood, elementary and secondary education. We have one Preschool, five K-5 Elementary Schools, three 6-8 Middle Schools, and a Senior High School.

We encourage all of our students to think creatively, to ask the tough questions, to delve deeply into research utilizing the latest technology, to communicate in a variety of media and to collaborate with peers and adults. We go well beyond the mandated curriculum to develop each student's individual academic, artistic, athletic, and social-emotional potential, while developing a moral compass that will guide him/her beyond high school.

Andover prides itself as one of the highest performing school districts in the state of Massachusetts, with a total school enrollment of approximately 6000 students. We place a high value on maintaining appropriate class sizes and our students in K-12 enjoy one of the lowest class sizes in the area.

Our teachers and staff are among the best in the nation, leading the way with innovative instruction focused on preparing students for success. Andover test scores are a testament to this and are among the highest in the state, and are very competitive with top public and private schools in the nation.

#### **Andover by the numbers:**

- Over the last 10 years, more than 33% of Andover High School students were admitted to the most selective colleges in the country and 75% were admitted to very selective colleges.
- 13 Student/Staff ratio, one of the lowest in the state when compared to similar districts
- Over the last 10 years, nearly 90 percent of Andover High School graduates were still enrolled in higher education institutions within 16 months from high school graduation
- 96% Graduation Rate – third highest in the state
- 95% College Bound
- Average SAT score, Critical Reading 567, Mathematics 585, Writing 566, well above the state and national averages.
- ACT Score – English 26, Math 26.1, Reading 26, Science 25.6, well above state and national averages. State 24.2, 24.6, 24/6 and 23.8. Nation 20.4 20.8, 21.4 and 20.9
- 141 AP Scholars
- 791 AP Exams with an average score of 3.97 out of 5

The next superintendent will partner with the APS community to address a number of ongoing system-wide challenges, including:

- Operational response to the COVID-19 pandemic, as necessary, including maintenance and evolution of recent hybrid and remote academy learning models.
- School facility building projects, including construction of new elementary school facility through partnership with the Massachusetts School Building Authority (currently in

schematic design phase), and evaluation of options to address overcrowding at Andover High School.

- Work with range of stakeholders within the district and town to arrive at budget recommendations that meet highest priority needs, while balancing fixed costs and long-term obligations with near-term operating expenses. Provide exceptional transparency around spending.
- Recognition of the impact that systemic racism has on all students and staff, and need to broaden professional development, curriculum, and school culture in ways that highlight the value of diversity and embrace the district's commitment to educational equity.
- Meeting the needs of the high percentage of students (roughly 25% of enrollment) identified as needing specialized services and/or on individualized education plans.
- Advocacy with state agencies for Chapter 70, special education circuit breaker, and other available aid funds that respond to traditional limitation in suburban districts.
- Cooperative partnership with employee unions, including fair and reasonable resolution to collective bargaining and issues of conflict as they arise.
- Work to attract and retain students, kindergarten through twelfth grade, in district that maintains competition with private schools.
- Balance the wide and sometimes divergent needs of a large community with strongly held-opinions around public education practices.

### **APS Strategic Plan**

<http://www.aps1.net/2007/Theory-of-Action>

### **Superintendent Position**

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

The Andover Public School system is governed by a five-member school committee elected by the residents of Andover to staggered three-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.

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 effectively with the Andover community and its institutions. A specific job description will be developed.

Candidates must have demonstrated experience improving outcomes and closing

opportunity gaps for students of color, English learners, students with disabilities, and students of low socio-economic status.

#### **IV. Qualifications**

All firms and consultants that can demonstrate an ability to meet the basic scope of services in this RFP shall be considered. It is preferred that applicant firms or consultants have recent experience 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 a comparably sized PreK-12 school district with at least 4,000+ students.

#### **V. Search Committee Membership**

The School Committee anticipates a high degree of interest from many stakeholder groups in the development of criteria for and during evaluation of Superintendent candidates. The chosen search firm will be expected to gather and facilitate this feedback from relevant groups-including from parents and staff across school levels (pre-K to 5, middle school, and high school), district administration, town employees, and community members-and effectively relay that to a smaller core search committee group selected by the School Committee in order to guide decision making.

#### **VI. Scope of Work**

The Andover School Committee seeks proposals from experienced executive search consultants to assist the Committee in recruiting highly qualified candidates for the next Superintendent of Andover Public Schools. The Scope of Work will include, but not be limited to the following:

##### **1. General Duties and Responsibilities:**

- a. Provide one individual representing the consultant, who is responsible for the search process including all meetings with the School Committee and Search Committee.
- b. Administer all search details
- c. Maintain strict confidentiality
- d. Prepare reports and recommendations to the Committees as requested
- e. Provide other assistance to the Committees as requested
- f. Comply with all legal requirements for posting, recruiting, and open meeting law.
- g. Commit to providing a diverse candidate pool
- h. Develop recruitment strategies
- i. Commit to and work with the School Committee and Search Committee until the successful completion of the hiring process

##### **2. Preparation and Planning**

- a. Develop and propose a work plan and timeline
- b. Review position requirements
- c. Interview, survey, and conduct focus groups to solicit opinions from Board members, senior District staff, elected officials, and various District stakeholders to help define the leadership attributes and leadership profile
- d. Meet with committees and individual members to assess committee priorities, goals, and objectives in order to assist in determining and articulating criteria and qualifications necessary for selecting the next Superintendent.
- e. Provide and facilitate community input and engagement regarding desired

superintendent skills, characteristics, and qualifications that may include focus groups, surveys and large community meetings. Must include key stakeholders such as parents, parent organizations, under-represented groups, employees, the business community, District partners, and key elected officials

- f. Generate position description, qualifications, and challenge statement
- g. Report to and update the committees on advertising strategies
- h. Prepare, provide funding for and distribute material as necessary to advertise the position

### 3. Review Resumes

- a) Review resumes, validate information on resumes for all finalists

## VII. Proposal Submission Requirements

Failure to submit documents requested may result in the School Committee's determination that a proposal is non-responsive unless the Town of Andover, acting through its School Committee, deems such a failure to be a minor informality.

There are two components to the Proposal: A Technical Proposal, including information about the proposer, references, and the services to be provided; and a Price Proposal, including a fixed price fee for services to be rendered under the terms of the contract.

### Technical Proposal

The following documentation must be contained in the Technical Proposal to prove responsiveness for each required element. Technical Proposals received without the required documentation for each required element may be deemed unresponsive.

Technical Proposals must be arranged in the order specified below, with responses and documentation separated by tabs or index dividers. Each page of the Technical Proposal must contain footer with the page number.

### Required Elements of the Technical Proposal

- **Table of Contents**, showing where required information can be found by section and page
- **Letter of Interest**, including the firm's history and the name of the principal or "lead consultant" who will be the person assigned to work directly with the School Committee on this search. Proposers are directed to note that the contact will require that the same principal or "lead consultant" be assigned to this contract for the duration of the search process, through and including the hiring of a Superintendent for the Andover Public Schools.
- **Organizational Chart**, if the Proposer is a firm or corporation, indicating the name and position of all consultants who will work with the Andover School Committee on this search. If the Proposer is not a firm or corporation, the Proposer should state so in this section.
- **Current Resume(s)**, including summaries of credentials and number of years of experience providing executive search services, for all consultants who will

be assigned to work with the Andover School Committee on this search.

- **Description of the Proposer's Approach and Plan** for performing the services outlined in the Scope of Work, including:
  - a description of how the Proposer will specifically identify and target the needs of the District in the search for a new Superintendent of Schools;
  - a description of the consultant's approach to ensuring community involvement and input;
  - a description of proposed candidate recruitment strategies
  - a description of the consultant's proposed implementation plan; and
  - a proposed timeline with specific milestones
- **List of Recent Contracts**, including name, address and telephone number, of all school districts or communities for which the firm has provided similar executive search services during the past five (5) years.
- **References**, for a minimum of three (3) comparable executive search projects completed in the last five (5) years, including at least one (1) reference from a school district with a minimum of five (5) schools and a minimum student population of 5,000, with the following information for each:
  - Client's name and address
  - Name, email address and phone number for at least one primary contact for each client
  - Dates of service to the district
  - Number of students in the district
- **Promotional Material**, include advertisements, brochures, and other recruitment materials used in Superintendent searches or promotional literature about the firm
- **Signed Non-Collusion Form and Tax Compliance Certification** (Included as Forms in this RFP)

## **Price Proposal**

The Price Proposal Form, included as Attachment A, must be completed and included as the proposer's Price Proposal to prove responsiveness to this requirement. One Original Price Proposal must be submitted, without conditions or exceptions, under separate cover and in a sealed envelope.

Price Proposals shall remain in effect for 60 (sixty) calendar days from the date of the proposal submitted or until it is formally withdrawn, a contract is executed, or this Request for Proposals is cancelled, whichever comes first.

Price Proposals submitted without the required form, or including other conditions of pricing may be deemed unresponsive.

## **PROPOSAL SUBMITTAL**

Technical and Price Proposals must be submitted in separate sealed envelopes and plainly marked as follows: "TECHNICAL PROPOSAL- Andover Superintendent Search", and "PRICE PROPOSAL-Andover Superintendent Search" along with the name of the consultant, consulting firm, or executive recruiter clearly marked on both envelopes. **IF PRICES ARE INCLUDED IN THE TECHNICAL PROPOSAL, THE PROPOSAL WILL BE DISQUALIFIED.**

Technical Proposals should be sealed in a separate envelope with one (1) original, and five (5) hard copies. Price Proposals, one (1) signed original, should be in a separately sealed envelope. Both sealed proposals must be submitted together in one envelope and delivered no later than 1pm on November 12, 2020 to:

Town of Andover  
Office of the Purchasing Agent  
36 Bartlet Street  
Andover, MA 01810

**E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED.**

There will be no public opening of proposals. The names and address of all parties submitting proposals will be recorded and the proposals will be delivered to the School Committee members and/or their designees selected to evaluate them.

**EXAMINATION OF DOCUMENTS**

Each Proposer shall be satisfied as to the requirements of the contemplated services to enable the intelligent preparation of this proposal. The Proposer shall be familiar with all submittal and RFP requirements before submitting the proposals in order that no misunderstanding shall exist in regard to the nature and character of the contemplated services to be performed. No allowance will be made for any claim that the proposal is based on incomplete information as to the nature and character of the contemplated service.

**VIII. EVALUATION OF PROPOSALS**

Technical Proposals will be evaluated by the School Committee and/or is designees who will individually rate the proposals. Evaluation of Technical Proposals will be based on weighted, comparative criteria described in this section. The following scale will be used to evaluate each criterion, as well as to determine a composite rating for each proposal:

Highly Advantageous  
Advantageous  
Not Advantageous  
Unacceptable

**Proposer's Experience (20%)**

**Highly Advantageous:** The Proposer has five (5) more years' experience in conducting successful executive searches with public school systems, other educational institutions, and other non-profit organizations, and during the past five (5) years has concluded at least three (3) successful searches for a School Superintendent in Massachusetts, one (1) of which must have been for a district of similar size and demographics as Andover.

**Advantageous:** The Proposer has at least three (3) years' experience in successful executive search and hiring processes and has concluded at least two (2) successful executive searches for Superintendents with Massachusetts public school systems.

**Not Advantageous:** The Proposer has fewer than three (3) years' experience in successful executive search and hiring processes and has concluded only one successful executive search for a Superintendent.

**Unacceptable:** The Proposer has fewer than three (3) years' experience in executive search and hiring processes and has not concluded any successful searches for a Superintendent.

#### **Proposer's Capacity (5%)**

**Highly Advantageous:** The Proposer has more than five (5) consultants on staff to perform Superintendent searches.

**Advantageous:** The Proposer has more than two (2) consultants on staff to perform executive searches.

**Not Advantageous:** The Proposer has two (2) consultants on staff to perform executive searches.

**Unacceptable:** The Proposer only has one (1) consultant on staff to perform executive searches.

#### **Key Personnel (20%)**

**Highly Advantageous:** The Proposer's lead consultant has more than five (5) years' experience conducting Superintendent searches in Massachusetts.

**Advantageous:** The Proposer's lead consultant has at least three (3) years' experience conducting Superintendent searches in Massachusetts.

**Not Advantageous:** The Proposer's lead consultant has fewer than three (3) years' experience conducting Superintendent searches in Massachusetts.

**Unacceptable:** The Proposer's lead consultant has no experience conducting Superintendent searches in Massachusetts.

#### **Proposer's Approach to Ensuring Community Involvement (10%)**

**Highly Advantageous:** The Proposal provides more than three (3) project examples where the proposed Lead Consultant for Andover Public Schools Superintendent Search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a School Superintendent.

**Advantageous:** The Proposal provides three (3) project examples where the proposed Lead Consultant for Andover Public Schools Superintendent Search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a School Superintendent.

**Not Advantageous:** The Proposal provides fewer than three (3) project examples where the proposed Lead Consultant for Andover Public Schools Superintendent Search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a School Superintendent.

**Unacceptable:** The Proposal provides fewer than three (3) project examples where the proposed Lead Consultant for Andover Public Schools Superintendent Search has organized, trained, and facilitated working groups as part of an executive search process, none of which has led to the hiring of a School Superintendent.

#### **Proposer's Implementation Plan and Schedule (5%)**

**Highly Advantageous:** The Proposal includes a detailed description of examples of previously successful recruitment strategies and includes a clearly delineated timeline with specific milestones for Andover's Superintendent search.

**Advantageous:** The Proposal includes an outline of some candidate recruitment strategies and an implementation plan that includes some milestones for Andover's Superintendent search.

**Not Advantageous:** The Proposal lacks specific recruitment strategies or specific milestones for Andover's Superintendent search.

**Unacceptable:** The Proposer does not include any information about a proposed implementation plan and schedule.

#### **Proposer's Recruitment Materials (5%)**

**Highly Advantageous:** The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least five (5) different Superintendent searches with the proposal, at least one (1) of which involves a Superintendent search in Massachusetts.

**Advantageous:** The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least three (3) different Superintendent searches with the proposal, at least one (1) of which involves a Superintendent search.

**Not Advantageous:** The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from fewer than three (3) different Superintendent searches with the proposal, at least one (1) of which involves a Superintendent search.

**Not Advantageous:** The Proposer does not include samples of advertisements, brochures or other forms of candidate outreach.

#### **Proposer's Networking Strategies (20%)**

**Highly Advantageous:** The Proposal provides more than three (3) examples of how the Proposer's established networks of professional education contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

**Advantageous:** The Proposal provides three (3) examples of how the Proposer's established networks of professional education contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

**Not Advantageous:** The Proposal provides fewer than three (3) examples of how the Proposer's established networks of professional education contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

**Unacceptable:** The Proposal does not include specific examples of networks the Proposer will use in the search and recruitment process.

#### **Proposer's Executive Search Tailored to District (5%)**

**Highly Advantageous:** The Proposal provides more than three (3) examples of executive search and recruitment work showing how each planning model specifically met the needs of the particular entity with whom they were working, with at least one (1) of these examples leading to the hiring of a School Superintendent.

**Advantageous:** The Proposal provides three (3) examples of executive search and recruitment work showing how each planning model specifically met the needs of the particular entity with whom they were working, with at least one (1) of these examples

leading to the hiring of a School Superintendent.

**Not Advantageous:** The Proposal provides fewer than three (3) examples of executive search and recruitment work showing how each planning model specifically met the needs of the particular entity with whom they were working, with at least one (1) of these examples leading to the hiring of a School Superintendent.

**Unacceptable:** The Proposal provides no specific examples of executive search and recruitment work related to the hiring of a School Superintendent or educational executive.

### **References (10%)**

**Highly Advantageous:** All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed within the time frame required.

**Advantageous:** All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed, but not within the time frame required.

**Not Advantageous:** Fewer than five (5) references were satisfied with the end results.

**Unacceptable:** The preponderance of references was dissatisfied with the end results.

All technical proposals will be given a cumulative ranking based on individual rankings of the following weighted elements, using a score sheet included as Attachment B: Proposer's Experience, Proposer's capacity, Key Personnel, Proposer's Approach to Ensuring Community Involvement, Proposer's Implementation Plan and Schedule. Proposer's Recruitment Materials, Proposer's Networking Strategies, Proposer's Executive Search Tailored to Districts, and References.

The Andover School Committee and/or their designees will invite all Proposer's whose Technical Proposal's have an overall evaluation rating of "Highly Advantageous" to be interviewed.

### **Interviews will be ranked as follows:**

**Highly Advantageous:** The Lead Consultant for this project was present, clearly stated a plan of action, demonstrated excellent communication skills, presented other personnel with experience and skills who will be assigned for the duration of this project, and successfully responded to all questions.

**Advantageous:** The Lead Consultant for this project was present, outlined a plan of action, demonstrated excellent communication skills, presented other personnel with experience and skills who will be assigned for the duration of this project, and successfully responded to most of the questions.

**Not Advantageous:** The Lead Consultant for this project was present but did not present a clear plan of action, or was unable to communicate effectively, presented other personnel who did not have the experience and skills to work on this project and/or who would not be assigned for the duration of this project, or did not successfully respond to questions.

**Unacceptable:** The Lead Consultant for this project was not present at the interview or was unable to communicate effectively and did not successfully respond to questions.

At the conclusion of the interviews, a composite rating will be assigned to each Proposal. After a review of the composite ranking of the Technical Proposals and the interviews, the Price Proposals will be opened and evaluated by the Andover School Committee Chairperson or designee.

### **CONTRACT AWARD**

The contract will be awarded to that Proposer deemed by the School Committee and/or its designees to have submitted the most advantageous proposal taking into consideration all of the Technical Proposal criteria, and Proposers' interviews in addition to the Price Proposals. In accordance with the provisions of M.G.L. c. 30B, sec. 9., the Town of Andover reserves the right to waive any informalities in any or all proposals or to reject and or all proposals, if it be in the public interest to do so.

**TERM OF CONTRACT**

It is anticipated that the work under this contract shall begin approximately December 1, 2020 and shall be completed on or before June 30, 2021.

DRAFT

**Attachment A**

**Price Proposal**

(To be submitted in a separate sealed envelope from the Technical Proposal)

The price proposal (one original copy) must be submitted without “conditions or exceptions” and must be submitted under separate cover and in a sealed envelope.

The price proposal set forth in this proposal shall constitute full and complete compensation for the services to be provided by the Consultant/Firm. There shall be no reimbursement for out-of-pocket or other expenses incurred by the Consultant in connection with the performance of the services. Any exceptions may result in the rejection of the proposal.

Price Proposal for Andover Public Schools Superintendent Search:

\$ \_\_\_\_\_ Total Fixed Fee Contract Price

Total Fixed Fee Contract Price in words:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_ Tel: \_\_\_\_\_

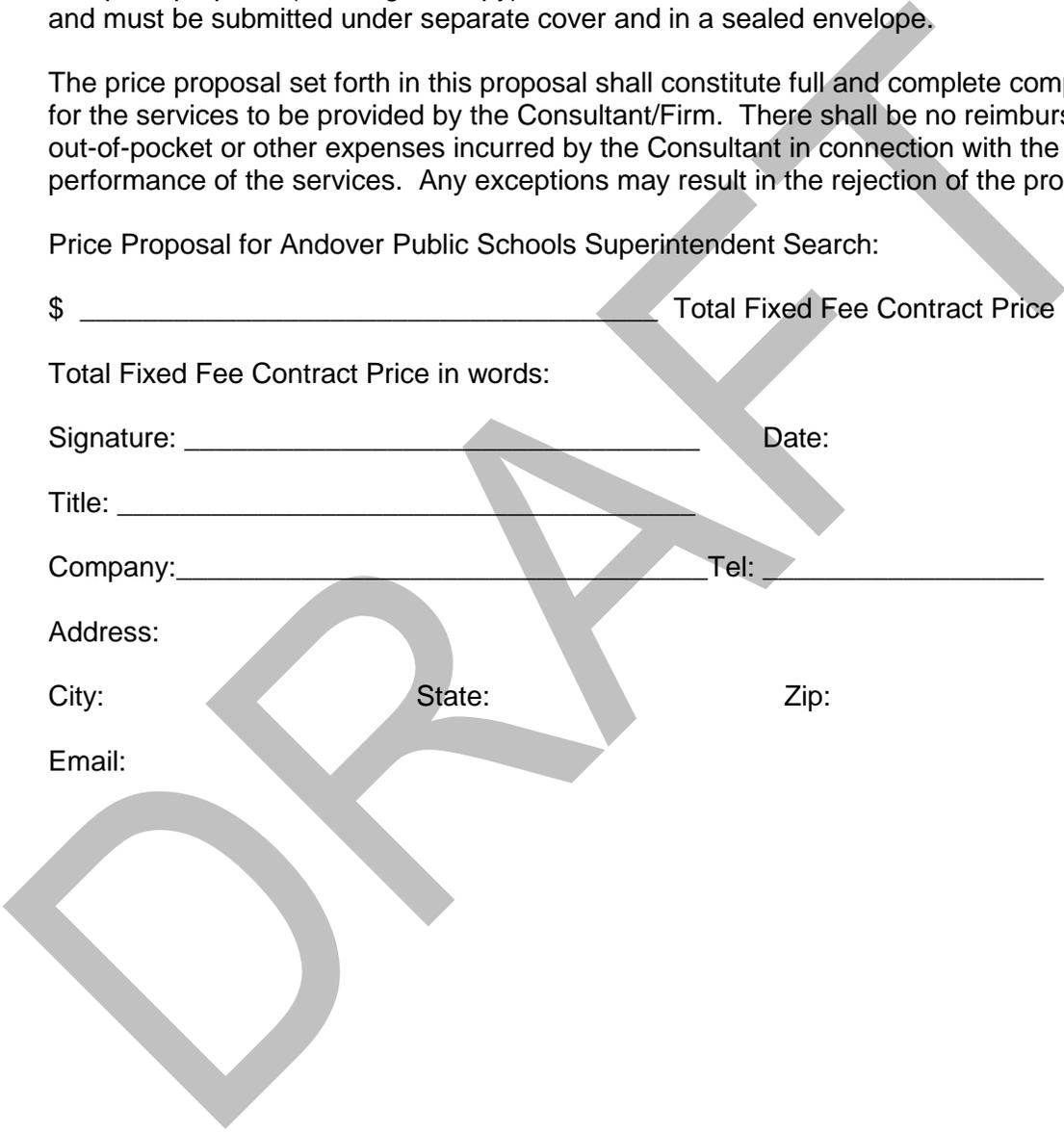
Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_

Zip: \_\_\_\_\_

Email: \_\_\_\_\_



## Attachment B

### Technical Proposal Rating Sheet

Each element of the Technical Proposal must be rated using the following scale:

Highly Advantageous-3  
Advantageous- 2  
Not Advantageous-1  
Unacceptable- 0

Name of Proposer: \_\_\_\_\_

Name of Reviewer: \_\_\_\_\_

Weighted Percentages	Technical Proposal Elements	Rating
20%	Experience	
5%	Capacity	
20%	Key Personnel	
10%	Approach to Ensure Community Involvement	
5%	Implementation Plan and Schedule	
5%	Recruitment Materials	
20%	Networking Strategies	
5%	Executive Search Tailored to District	
10%	References	
100%	TOTAL	

## **DRAFT Posting for Andover Interim Superintendent**

The Andover Public Schools invites qualified candidates to apply for the position of Interim Superintendent from January 1, 2021 through the remainder of the 2020-2021 school year. The successful candidate for the position should:

- Ensure leadership and continuity of education and services provided by Andover Public Schools
- Demonstrate familiarity and relevant experience with the current short-term and long-term initiatives in Andover
- Hold familiarity and experience with the Massachusetts School Building Authority (MSBA) process in order to advance the West Elementary School and Shawsheen Preschool building project
- Possess a track record of excellent communication skills with stakeholders including: administration, faculty, staff, students and the community, both in-person and remotely
- Possess knowledge and experience of school finance and budget development and management; curriculum, instruction and assessment; and instructional technology
- Possess knowledge of collective bargaining and experience reaching collaborative agreements
- Demonstrate a willingness to gain an understanding of the Andover instructional models for hybrid and remote learning, and associated safety protocols under evolving COVID-19 conditions

**The Interim Superintendent will not be considered as a candidate for the permanent Superintendent role.**

### Qualifications

- Master's degree; advanced degree preferred
- Massachusetts DESE Superintendent licensure or license eligible
- Five years experience as a Superintendent of Schools and/or relevant experience as an Assistant Superintendent of Schools or similar

The School Committee offers a contract and salary commensurate with qualifications and experience. Applicants should include a letter of interest, résumé, 3 current references, and appropriate MA DESE licensure to [interimsearch@andoverma.us](mailto:interimsearch@andoverma.us). **The Screening Committee anticipates it will begin to review applications the week of November 2, 2020 and begin interviews the week of November 9, 2020. The posting will remain open until the position is filled.**