

**Concord Public Schools K8 & The Concord-Carlisle Regional School District 9-12  
Request for Proposal: Superintendent Search Consultant Services**

Vendor Name: Hazard, Young, Attea & Associates

**Cover Sheet**

This Cover Sheet must be submitted as the cover sheet to the completed Concord Public Schools K8 and the Concord-Carlisle Regional School District 9-12 Superintendent Search Firm RFP to be valid.

**Instructions to Bidders**

By submitting this bid the undersigned represents to the Districts that it has examined and understands the Request for Proposals, contract forms, and all other documents in this proposal package. By submitting this proposal, the undersigned agrees that it shall be subject to the jurisdiction of the courts of the Commonwealth of Massachusetts with respect to any actions arising out of or related to this bid or any contract that may be entered into based upon this bid, and that any such actions commenced by the undersigned shall be commenced in the courts of the Commonwealth of Massachusetts. A bidder wishing to amend this proposal after transmittal to the Town may do so only by withdrawing this proposal and resubmitting another proposal prior to the due date of proposal submissions. The undersigned proposes to furnish all labor and materials required for the work of the contract referred to above for the prices stated on the attached Price Proposal Form, which prices are incorporated by reference into this proposal form. This undersigned vendor also agrees that, if selected as contractor, it will within five (5) days, Saturdays, Sundays and legal holidays excluded, after receipt of a contract from the Awarding Authority, execute the contract in accordance with the Request for Proposal.

*Bill Adams*  
Authorized Signature

1-28-16  
Date

Bill Adams  
Print Authorized Name

Contact Name for Bid Questions:

Therese Meyer  
Contact Name

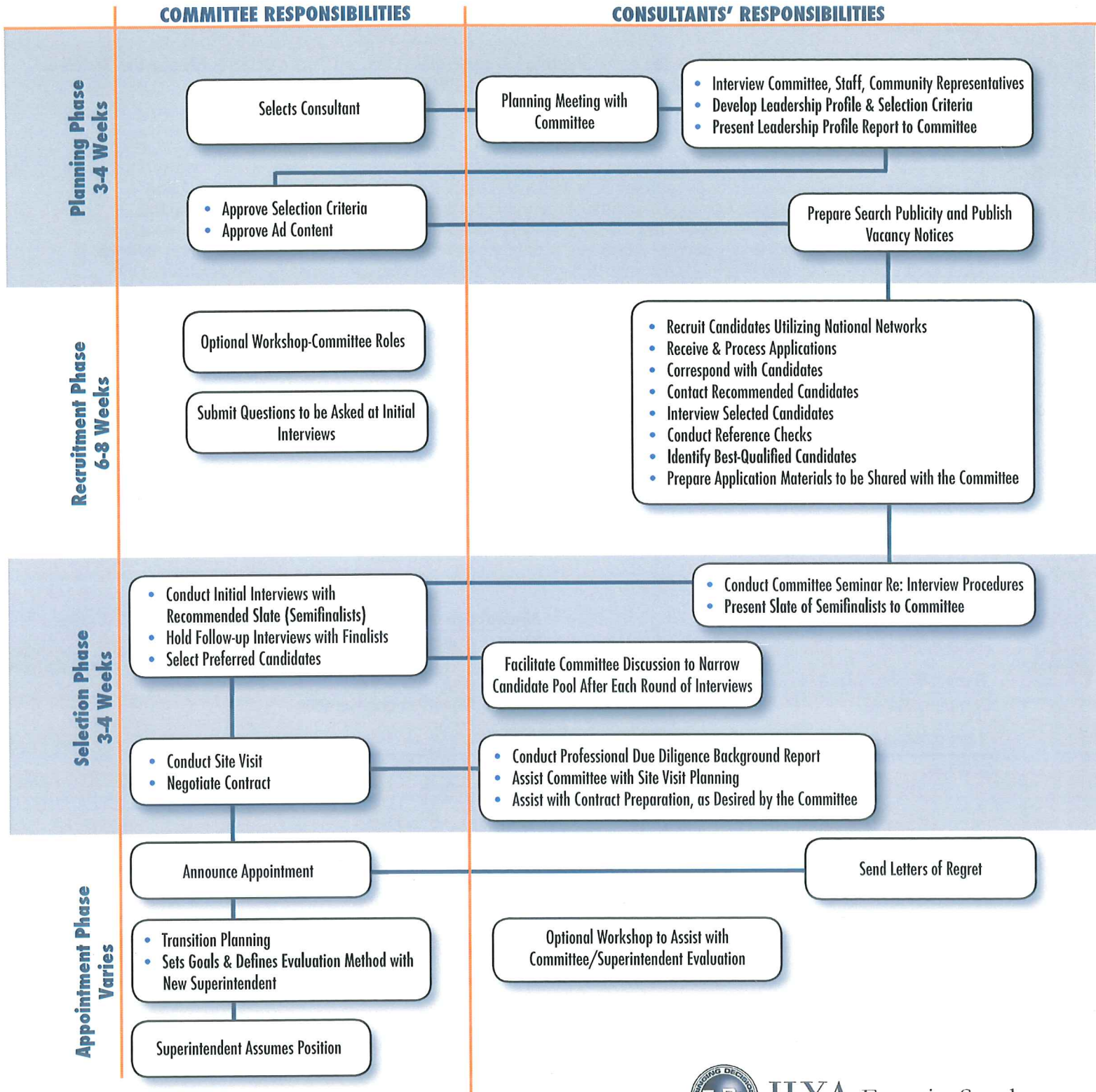
hya@ecragroup.com  
Email of Contact Person

Hazard, Young, Attea & Associates  
Company Name

847-318-0072  
Contact Person Phone Number

1475 E. Woodfield Road 14th Floor Schaumburg, IL 60173  
Address State Zip Code

# Massachusetts Superintendent Search Flow Chart



**HYA** Executive Search  
 Hazard, Young, Attea & Associates

847.318.0072 | www.ecragroup.com | hya@ecragroup.com

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**HYA** Executive Search  
Hazard, Young, Attea & Associates

January 18, 2016

Mr. Wallace Johnston, CPS Chair  
Ms. Johanna Boynton, CCRSD Chair  
Concord Public Schools &  
Concord-Carlisle Regional School District  
120 Meriam Road  
Concord, MA 01742

Dear Members of the Concord Public Schools & Concord-Carlisle Regional School District School Committees,

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Concord Public Schools & Concord-Carlisle Regional School District School Committees in your search for a new Superintendent. HYA is uniquely qualified and highly successful in assisting Boards with their search for new leaders due to three critical factors:

**Our People** - We are the nation's largest and most experienced network of associates who love their work and who know how to recruit talent by thoroughly and confidentially vetting candidates.

**Our Process** - Our approach is research-based and customized to meet your needs by employing the extensive use of unique community engagement tools and facilitating your work throughout the search.

**Our Commitment** - Building on the success of over 1000 searches, we work for you and with you, on behalf of your students, until you are completely satisfied.

We hope this information will provide you with the necessary data you need to select a search firm. We would also be delighted to talk with you further regarding the services we offer and our approach to working with districts and school boards in their search for new leaders.

Sincerely,

William H. Adams, East Coast Regional President  
Hazard, Young, Attea & Associates  
HYA Executive Search Division of ECRA Group, Inc.

HYA Executive Search Division, ECRA Group, Inc.  
847-318-0072 • hya@ecragroup.com

Home Office  
1475 E. Woodfield Road • 14<sup>th</sup> Floor  
Schaumburg, IL 60173

East Coast Regional Office  
101 Hudson Street • Suite 2100  
Jersey City, NJ 07302

West Coast Regional Office  
530 Lytton Avenue • 2nd Floor  
Palo Alto, CA 94301



## **Proposal and Description of Services for the Concord Public Schools & the Concord-Carlisle Regional School District**

HAZARD, YOUNG, ATTEA & ASSOCIATES (HYA) proposes to conduct a comprehensive national search for highly qualified candidates for the position of Superintendent of Schools for the Concord Public Schools & the Concord-Carlisle Regional School District (hereinafter referred to as the District).

Hazard, Young, Attea & Associates began working with Boards/Committees more than twenty years ago in an effort to assist them in making the best leadership decisions possible. Presently, HYA is represented by 100+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough and quality assistance to school boards/committees in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. HYA's associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is now part of ECRA Group, Inc, a national consulting firm specializing in assisting leadership in obtaining the information and analytics they need to effectively lead their organizations.

The firm's home office is located in Schaumburg, Illinois with regional offices located in Palo Alto, California and Jersey City, New Jersey. The president of HYA is Dr. Hank Gmitro, former Superintendent of Community Consolidated School District 93 in Carol Stream/Bloomington, Illinois. Dr. William Attea, former Superintendent in Glenview School District 34, Illinois, is co-founder of HYA and actively involved with the firm.

HYA's associates are located in 27 states across the country to conveniently serve our clients. Residing in Arizona, California, Colorado, Connecticut, Florida, Illinois, Kansas, Maine, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, New Jersey, New York, Ohio, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia and Wisconsin, HYA Associates are uniquely qualified to bring local – as well as national – perspectives, knowledge, experience and connections to each search.

Since its founding, HYA has assisted over 1,000 school boards/committees with executive searches. The student enrollment in these districts ranged from less than 100 students to upwards of 200,000. Based on HYA's experience in assisting the school boards/committees in urban, suburban and rural districts, and our reputation as being the preeminent school search firm in the nation; we are most confident that we have both the personnel and support resources to assist your Search/School Committee in a highly successful search process.

## Management Team Approach

HYA assigns an individual management team to each executive search that it conducts. In most district searches, typically 1-2 Senior Associates are responsible for managing the search. They assume direct responsibility for the search and coordinate the activities of the other associates engaged in the project. Additional associates are generally engaged as needed, with all 100+ associates in the firm tasked with identifying prospective candidates for the search. An assigned team also ensures that individuals closely associated with the search are available to respond to any request the School/Search Committee may have on the committee's time schedule.

The specific role of each search team includes helping schools create an initial structure for their search by:

- assisting with profile development;
- providing valuable feedback about the school district based on HYA research and professional understanding of the district's standing in the broader marketplace;
- aggressive and insightful recruiting of candidates;
- screening potential candidates by means of preliminary interviews and background checks;
- reviewing candidates' references and tapping HYA's own confidential network to gain reliable information and;
- assisting the School Committee and new superintendent to assure a successful transition.

In brief, HYA consultants work with the Search/School Committee – meeting as often as needed - maintaining direct and frequent communication – until a new superintendent is employed.

## The Proposed Management Team and Firm References

Upon the concurrence of the School Committee, HYA proposes the search team will be Drs. Gary Burton and Randy Collins, Associates. Dr. Bill Adams, East Coast Regional President, will provide oversight throughout entire search. The consultants' résumés are attached.

In addition to the references included in the required paperwork, an extensive list of the national searches HYA has completed since 2011 is attached. Upon request, we would be pleased to provide a complete list of the over 1,000 searches we have conducted.

## Tenure of Placements

HYA has had a long history of success in working with Boards to find the right candidates who will provide long-term leadership to the school district. Of the 328 superintendents hired with HYA's assistance since 2000, 90% of those individuals are still in their positions or have committed four years or more to the districts they served. The following data describes the tenure of those placements:

- 80% (263) are still in their position or retired from it
- 10% (32) stayed between 4 and 8 years - on average 5.1 years

# The Search Process

We propose a multi-phased national search for candidates for the position of Superintendent. Recommended search procedures follow. The process outlined is defined in four phases and represents a prototypical search. However, HYA customizes each search to meet the needs of each school district or organization. Upon selection, the consultants will meet with the School/Search Committee to discuss these procedures and modify them to meet the School Committee's unique needs.

## The Planning Phase

The first step of every HYA search is to hold a formal Planning Session. At this meeting, HYA consultants convene with the Committee and proceed to customize the search and its process to the specific needs and requirements of the District, as articulated by those present. More specifically, HYA and the Committee will cover and sort out central matters and considerations regarding the search, including:

- Review Committee and consultant responsibilities for each phase of the search.
- Tailor the search to meet the needs of the District.
- Determine the role of staff members and constituents in the search.
- Determine the timeline and specific dates for search activities. The following is a tentative timeline for the search.
  - Planning session – within one week of selection of HYA
  - Committee/community input sessions – three weeks after Planning Session
  - Presentation of a slate of candidates to the School Committee, 6 – 10 weeks after identification of criteria desired in the new superintendent.
  - Interview of candidates – within 1 - 2 weeks of presentation.
  - Selection of new superintendent within 1 - 2 weeks of interviews.
- Consider Committee options and preferences with regard to advertisements.
- Discuss the compensation package to be offered to the new Superintendent of Schools.
- Agree upon a communication plan to keep the Committee abreast of the search progress and the consultants alerted to issues that may arise from the Committee.

*(The exact dates and times for these activities will be developed in cooperation with the School Committee and Search Committee to ensure the availability of all Committee members.)*

## Criteria Development

A clear definition of the position and qualifications sought is crucial to each subsequent phase of a successful search. To assist the Committee in clarifying the criteria desired in the new Superintendent, HYA will conduct individual interviews with each member of the School/Search Committee and others the Committee designates. HYA recommends extensive community involvement in providing input to the Committee prior to establishing the criteria desired in the new Superintendent. Up to four consultant days are allocated for the purpose of soliciting input through individual interviews, focus groups and general forums (open to all stakeholders). It is recommended that the consultants facilitate the interviews, focus groups and general forums so as to maintain objectivity in determining what respective stakeholder groups value in the District, the issues they foresee, and the characteristics they would like the new Superintendent to possess.

In addition to the personal interviews, HYA has developed an online survey that can be completed by any stakeholder. The data collected from the online survey and interviews with School Committee members, staff and the various stakeholders will be compiled in a Leadership Profile Report, which will be presented to the School/Search Committee in both oral and written formats. Working with the School/Search Committee, specific profile characteristics emerge from the results of the Leadership Profile Report and are subsequently incorporated into recruitment material. From experience, HYA has learned that one of the most crucial aspects of a successful search is the careful and explicit formation and enumeration of the criteria used in the selection process. Overall, this leadership assessment process has been highly successful in determining critical attributes, while invariably building positive public relations.

Some of the critical decisions to be made during the planning phase of the search involve confidentiality versus the release of the names of candidates under consideration. In some states, state laws and requirements guide these issues, but in many states this is a local board/committee decision. The desire for confidentiality on the part of candidates versus the desire of the community to know as much as possible about the candidates under consideration is an important issue for the Committee to consider in order to weigh the impact of the approach to be followed.

HYA prides itself on the extensive time and energy that our associates commit to working with local community and staff members to determine what they seek in their next superintendent. This information is essential to the Committee in making their decisions about the "Desired Characteristics" of their next Superintendent. While these steps in the process will satisfy the need for involvement in some communities, other and communities have determined they wish to have more involvement and in some cases complete transparency in vetting and determining the preferred candidate.

HYA will work with the School/Search Committee to develop the best approach to meet the varying needs of different communities as the Committee determines which is the best approach for their community. The chart on the following page describes the range of approaches along with the positive and possible negative impact of each approach.

## Community Engagement & Confidentiality Options

	Full Disclosure of Candidates Interviewed	Finalists Names with Community Forums	Confidential Stakeholder Committee Involved	Completely Confidential
<b>Description of Option</b>	The names of all candidates being interviewed by the Committee are released to the public.	The name of the three finalists being interviewed would be released and community forums would be held to meet the candidates.	No names of candidates would be released publicly, but the Committee would have a staff/community committee interview the finalists to provide feedback.	Committee conducts all interviews and keeps names of candidates completely confidential throughout the entire process.
<b>Questions Related to Option</b>	What benefit does it provide to release the name of all applicants interviewed?	What input would be sought from community members after meeting candidates? How will stakeholders gather information?	What feedback and input does the Committee want from the staff/community committee? How to structure committee membership?	Do the community and staff accept that this is the Committee's decision? Will there be push back?
<b>Benefits of Option</b>	Staff and community members will see the process as totally open and feel the Committee is being as transparent as possible.	Stakeholders will have an option to meet the finalists and express an opinion on their preference.	Some stakeholders will be involved and will provide input to the Committee in making their decision, which may provide information that would be helpful with their decision.	The Committee will have the broadest field from which to select their next superintendent.
<b>Drawbacks of Option</b>	Very few if any active superintendents will consider the position. Stakeholders will make judgments about the Committee's decision based on whatever information they gather on their own.	Stakeholders will form an opinion on their preference and may feel the Committee did not listen to them if a different candidate is chosen. Successful superintendents will be unlikely to put their name into consideration.	Some stakeholders may feel the process is not open enough as they will want to know who is being considered. Some members of the committee may violate the confidentiality agreement. Some candidates may not apply.	Stakeholders may feel the Committee is not interested in their views. Community reaction may impact the acceptance of the preferred candidate. If confidentiality is violated, it may be viewed that a Committee member did so.

### The Recruitment Phase

A key factor of a successful search is effective marketing and aggressive recruitment of successful individuals who may not be seeking a new position. To this end, HYA will aggressively identify individuals who meet the criteria identified by the Committee and actively recruit them to consider this position. Identification and recruitment is done in a variety of ways including the following:

- Announcements of the vacancy will be placed on a number of websites including HYA's ([www.ecragroup.com](http://www.ecragroup.com)), which will be linked to the District's website. It also will be posted on Education Week, AASA and other educational websites. The strengths of easy-to-use technology will be maximized when the District creates a superintendent search page and posts the link for the Leadership Profile Survey.
- Advertisements will be placed in national and regional publications as agreed upon with the Committee. Ad content will be shared with the Committee members prior to publication to ensure they reflect the intent of the Committee. All material will indicate that the District is an equal opportunity employer.
- Subject to the Committee's approval, all members of the groups with whom HYA consultants meet in the Leadership Profile Development process will be invited to nominate individuals



they feel are highly qualified for the position. On occasion, the preferred candidate is identified through such a nomination. Regardless, it reinforces the Committee's intent to have an open, unbiased search embracing candidates from within, as well as beyond, the local area.

- To initiate the search for candidates, contacts throughout the nation will be advised of the vacancy and asked to help identify individuals who match the criteria the Committee has identified as desirable in its next Superintendent. Included in this communication will be superintendents reaching every region of the country and leaders of state and national educational organizations, university officials, foundation executives, state education department personnel, and individuals in business, government, industry and the military who have an interest in school ventures. Members of the firm are active professionally in state and national organizations affording ongoing identification of emerging educational leaders with unusual talent and promise.
- Members of the firm will contact prospective candidates who meet the criteria established by the Committee. Additional candidates will be sought through personal contact with a number of individuals who work with and/or are aware of a broad spectrum of superintendents.
- Complementing nominations received and utilizing candidate information generated from over 1,000 successful executive searches, HYA will aggressively recruit candidates for the position. In addition, HYA staff will send frequent announcements regarding the search to all associates.

HYA has learned that technology facilitates and enhances the application process, and thus requires all candidates to apply online. The applications will be reviewed and acknowledged by the consultants. During this phase of the search, HYA usually initiates communication with and conducts preliminary reference checks on the most promising applicants in anticipation of an interview. All materials received for this search will be considered confidential and provided to no one except on a need-to-know basis, in a manner consistent with both federal and state law.

Toward the close of the search, HYA will review all application materials carefully – with the guidance of the Committee-established criteria – and typically identify 10 to 15 candidates for particular consideration. These individuals will undergo additional reference checks, internet searches, and, as appropriate, initial interviews with representatives from HYA. It is the practice of HYA to personally interview any candidate prior to making recommendations to the Committee. As in all phases of the search, HYA adheres to strict guidelines of confidentiality.

Of note, HYA's examination of a candidate's background reaches beyond the handpicked personal and professional references provided by the candidate. Our ability to gain important background information regarding our candidates – beyond that which merely appears in an individual's official file – is a unique and distinguishing characteristic of our firm, and is attributable, in part, to the integrity of both the firm and our associates, and the vast network of professional relationships built through their years in the education field.

## **The Selection Phase**

Upon completion of initial interviews, HYA will present a select slate to the Committee. The number of candidates to be submitted will be determined by the School Committee during the initial Planning Session. Prior to presenting the slate (or in a separate advance session, if preferred), the

consultants will conduct a seminar for the Committee and School Committee designed to prepare it for candidate interviews. This seminar will include written guidelines and protocols to ensure informative and comprehensive interviews. Approximately one-two hours in length, the seminar will also review the steps in the final stages of the search.

Prior to this seminar, HYA will solicit questions, hypothetical situations and/or topics of interest, identified by the Committee and School Committee as desirable topics of discussion for the Committee's initial interviews with the candidates. Such feedback will be developed into an Interview Script, which will be reviewed and revised during the aforementioned seminar and then used by the Committee during the first round of interviews. The second interviews are generally unscripted and designed to follow-up on topics and questions identified during the first interviews. They also include an informal session such as a dinner with the candidate and his/her spouse or significant other, as well as the formal second interview.

The consultants generally do not sit in on the Committee or School Committee interviews but will be available for counsel or direct assistance to both Committees throughout the interview process. The consultants will facilitate each decision-making session of both Committees, if desired. Such involvement permits more active engagement by all Committee members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Committee and School Committee in assessing the abilities of the respective candidates in relation to the criteria identified by the School Committee.

After the School Committee identifies a preferred candidate, usually after the second round of interviews, HYA can facilitate the completion of a comprehensive background check on the finalist by an independent, third party firm – Baker Eubanks. This background review will confirm degrees attained, any data regarding the candidate on file with the criminal and domestic courts, as well as a review of his/her driving record and credit history. The firm can also conduct both print and social media reviews of the candidate. If desired the School Committee can conduct the reviews on multiple candidates before second interviews are conducted if the search calendar provides sufficient time. The options for background checks will be reviewed and determined by the Committee and School Committee at the Planning Meeting.

HYA also will assist the School Committee in arranging a visit to the finalist's community in order to ensure that the Committee's research will be as comprehensive as possible. These steps are important components of the selection process.

## **The Appointment Phase**

Once the School Committee has determined their finalist and is satisfied with the successful completion of their due diligence review, the next step for the School Committee is to reach agreement on the contract terms to be offered. The HYA consultants will assist the School Committee in facilitating mutually agreeable terms with the preferred candidate. Once terms are determined, the consultants are available to work with the School Committee and/or its attorney in the preparation of a draft contract. It is highly recommended that the final contract be approved by the District's legal counsel prior to presentation to the candidate.

After the successful candidate accepts the offer, HYA will assist the School Committee in making the appropriate announcements and introducing the candidate to the community. HYA consultants will also contact all applicants, confirming the appointment and extending the Committee's appreciation

to all candidates. HYA advises the School Committee Chair to send a letter to the candidates interviewed by the School Committee.

## Post Appointment

In addition, if desired, HYA can assist the School Committee and new superintendent in developing and implementing a successful transition plan. These services, which include a roles and/or goal setting workshops, facilitation of the first year superintendent's evaluation and mentoring support throughout the year can greatly enhance the success of the new superintendent as s/he assumes the leadership role in the organization. The costs associated with these additional services are described in the cost section of the proposal, and can be adjusted based on the level and frequency of the services desired.

HYA is also able to provide its clients a wide range of information management and accountability services to help support committee governance and superintendent appraisal. Examples of such services include, but are not limited to 360-degree evaluations, strategic and long-range planning, community dashboards, and value-added impact analysis of programs and personnel.

## Communication with the Committee

HYA believes that communication and organization are critical to successful searches. These elements start even before the Planning Session. Prior to this meeting with the entire Committee, each Committee member will receive a detailed Planning Session agenda. A successful search relies on two-way communication throughout the search. In addition to the preparation of the agenda and meeting for the Planning Session, following are the formal and informal communication expectations for this search:

- A search manual will be provided to assist school Committee members in preparing for search activities and organizing all related material.
- A dedicated search portal can be established so that the Committee can have confidential access to all information associated with the search through electronic communication.
- A clearly defined Planning Session will be held, during which all aspects of the search process will be discussed and decided.
- A comprehensive summary of the Planning Session will be sent to each Committee member within three days of the meeting.
- A Leadership Profile Report will be sent to each Committee member. The Report will summarize the input received from interviews with each Committee member, individuals and groups with whom the Committee requests the consultants to meet.
- The consultants will provide an oral report on the Leadership Profile findings and respond to questions at a public meeting to be determined by the School/Search Committee.
- A workshop will be held with the entire School/Search Committee to develop specific criteria to be sought in the new Superintendent. The criteria will be developed utilizing the findings of the Leadership Profile Report and School/Search Committee members' knowledge relative to the District's future needs and challenges.

- Each member will be asked to identify questions, hypothetical situations or topics of interest that are important to consider in selecting the new Superintendent. These will be drafted into an Interview Script for the School/Search Committee to review and revise, and eventually use in the interview of candidates.
- A workshop will be held to prepare Committee members for successful candidate interviews.
- The slate will be presented to the Committee in person. During this session, each member will be provided comprehensive written and verbal information relative to each candidate being recommended for an interview.
- The consultants will meet with the School and/or Search Committee after each set of interviews to assist the in its debriefing and selection of semi-finalist candidates, and ultimately a preferred candidate.
- In addition to the above formal communications, HYA will provide progress reports via email or regular mail to all School and/or Search Committee members, as agreed upon during the Planning Session. The consultants assigned to the search also will be available as needed via phone and email.

Committee members will receive the business, home and cell phone numbers, as well as the email addresses, of the consultants. HYA's office staff, which is highly knowledgeable and pleased to assist at any time, also will be available to the Committee members from 8:00 a.m. to 5:00 p.m. CST, Monday through Friday.

HYA looks forward to the possibility of working with the Committee and assisting with the selection of a new leader for the Concord Public Schools & the Concord-Carlisle Regional School District. Please contact us at 847-318-0072 or at [hya@ecragroup.com](mailto:hya@ecragroup.com) if you have any questions or need for additional information.

# GARY A. BURTON

## EDUCATION

Ph.D.	Michigan State University, Educational Administration Cognate: Labor and Industrial Relations	1977
M.Ed.	Bridgewater (MA) State College, School Administration	1971
B.S.	Springfield (MA) College, Elementary Education	1967

## PROFESSIONAL EXPERIENCE

2014-present	Associate, Hazard, Young, Attea & Associates
2013-present	Adjunct Professor, Southern New Hampshire University
1994-2011	Superintendent, Wayland Public Schools, Wayland, MA
1979-1994	Superintendent, School Administrative Unit #2, Meredith, NH
1977-1979	Elementary Principal, Rochester Community Schools, Rochester, MI
1975-1977	Instructor, Michigan State University, East Lansing, MI
1971-1975	Director, Principal, American-Nicaraguan School, Managua, Nicaragua
1967-1971	Teacher, Hingham Public Schools, Hingham, MA

## RELATED EDUCATIONAL EXPERIENCES AND MEMBERSHIPS

Treasurer, New England School Development Council (NESDEC),	1994-2011
Recipient of the Goldin Foundation Award for Excellence in Education,	2011
Frequent contributor to professional journals and newspapers	
Chairman, MA Tri-County Superintendents' Regional Roundtable,	1998 and 2005
Contributor, Project Blueprint (national benchmarking collaborative),	2005-2011
Lecturer, Plymouth (NH) State College,	1981-1994
New Hampshire Superintendent of the Year,	1992
MA Licensure – Superintendent/Assistant Superintendent, all levels, expires	2015
AASA – American Association of School Administrators,	1973-2011
MASS – Massachusetts Association of School Administrators,	1994-2011
Suburban School Superintendents (SSS),	1996-present
Rotary Club of Meredith, NH,	1979-1994.
	2012-present

# RANDALL H. COLLINS

## EDUCATION

Ed.D.	Boston University	1987
M.A.	University of Maine	1974
A.B.	Gordon College	1967

## PROFESSIONAL EXPERIENCE

2009	Associate, Hazard, Young, Attea & Associates
1991 - 2009	Superintendent of Schools Waterford Public Schools, Waterford, Connecticut
1987 - 1991	Superintendent of Schools Easthampton Public Schools, Easthampton, Massachusetts
1981 - 1987	Superintendent of Schools School Union #48, Wiscasset, Maine
1976 - 1981	Special Projects Director (Special Education / Federal Grants) School Administrative District #3, Unity, Maine
1974 - 1976	Elementary Guidance Counselor School Union #42, Readfield, Maine
1970 - 1974	Teacher / Principal (Walker Memorial School) School Administrative District #3, Unity, Maine
1970	Headstart Teacher (summer) Waldo County Belfast, Maine
1967 - 1970	United States Army (Military Intelligence) Vietnam/Fort Bragg, NC

Suburban School Superintendents

American Association of School Administrators Past President 2009-2010

American Association of School Administrators President 2008-2009

Member AASA Executive Committee

National Center for Learning and Citizenship (NCLC) – Education Commission of the States (ECS) – Chairman for 2002 – 2004

American Association of Schools Administrators (AASA) - Century Club Member

New England School Development Council (NESDEC) - Board of Directors

National Center for Education Research and Technology (NCERT) – National Board of Directors

New England Association of School Superintendents (NEASS) – Co-President

Public Education Support Group (PESG)

New England Association of Schools and Colleges – Former Member Committee on American and International Schools Abroad (CAISA)

Connecticut Association of Public School Superintendents (CAPSS) – Past-President

Association for Supervisors and Curriculum Development (ASCD)

Horace Mann League of the United States

Connecticut Association of Boards of Education (CABE)

Southeastern Connecticut Association of School Administrators (SECASA)

**Concord Public Schools K8 & The Concord-Carlisle Regional School District 9-12  
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**Representative Client List**

Please provide contact information from a minimum of five school districts with more than 2,500 students where the candidate has conducted a superintendent search process within the past 5 years. The preferred contact name is a member of the School Committee or School Board who was directly involved in the search.

Contact Name	Michael O'Neill	Contact Name	Margaret Coppe
School District	Boston Public Schools	School District	Lexington Public Schools
Street	26 Court Street 4th Floor	Street	146 Maple Street
City, State & Zip Code	Boston, MA 02108	City, State & Zip Code	Lexington, MA 02420
Number of Students	57,300	Number of Students	6,600
Telephone Number	617-947-2967	Telephone Number	781-861-2580
Email Address	moneill2@bostonpublicschools.org	Email Address	mcoppe@sch.ci.lexington.ma.us

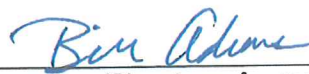
Contact Name	Paul Bockelman	Contact Name	Arthur Vigeant
School District	Somerville Public Schools	School District	Marlborough Schools
Street	42 Cross Street	Street	17 Washington Street
City, State & Zip Code	Somerville, MA 02145	City, State & Zip Code	Marlborough, MA 01752
Number of Students	5,100	Number of Students	4,800
Telephone Number	617-623-8863	Telephone Number	508-460-3552
Email Address	pbockelman@k12.somerville.ma.us	Email Address	mayor@marlborough-ma.gov

Contact Name	Danielle Black
School District	Weston Public Schools
Street	89 Wellesley Street
City, State & Zip Code	Weston, MA 02493
Number of Students	2,360
Telephone Number	781-786-5210
Email Address	BlackD@weston.org

**Concord Public Schools K8 & The Concord-Carlisle Regional School District 9-12  
Request for Proposal: Superintendent Search Consultant Services**

**CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



\_\_\_\_\_  
(Signature of person signing bid or proposal)

Bill Adams

\_\_\_\_\_  
(Typed name of person signing bid or proposal)

Hazard, Young, Attea & Associates

\_\_\_\_\_  
(Name of business)



Concord Public Schools K8 & The Concord-Carlisle Regional School District 9-12  
Request for Proposal: Superintendent Search Consultant Services

STATEMENT OF STATE TAX COMPLIANCE

Pursuant to MGL Chapter 62C, S. 49A, as amended, I \_\_\_\_\_

Bill Adams East Coast Regional President  
NAME & TITLE

authorized signatory for Hazard, Young, Attea & Associates  
CONTRACTING PARTY

whose principal place of business is at 1475 E. Woodfield Road 14th Floor Schaumburg, IL 60173  
ADDRESS

do hereby certify under the pains and penalties of perjury that Hazard, Young, Attea & Associates  
\_\_\_\_\_ has complied with all laws of  
CONTRACTING PARTY

the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

CONTRACTING PARTY'S SOCIAL SECURITY OR FEDERAL I.D. NUMBER:  
27-0092348

Bill Adams  
AUTHORIZED SIGNATURE

1-28-16  
DATE

**Concord Public Schools K8 & The Concord-Carlisle Regional School District 9-12  
Request for Proposal: Superintendent Search Consultant Services**

**CERTIFICATE OF AUTHORITY**

**CORPORATE- MEETING OF BOARD OF DIRECTORS**

At a meeting of the Board of Directors of ECRA Group Inc., HYA duly called  
and held at Schaumburg, IL on the 1 day of December, 2016,  
Location  
at which a quorum was present and acting, it was voted that Bill Adams  
Name  
the East Coast Regional President of this corporation; and that he/she is hereby  
Title/Position  
authorized to execute contracts in the name and on behalf of said company, and affix  
it's corporate seal thereto; and such execution of any contract or obligation in this  
company's name on its behalf by such, under seal of this company shall be valid and  
binding upon this company.

*I hereby certify that the above is a true and correct copy of the record, that said vote has not been amended or repealed and is in full force and effect as of this date, and that*

Nancy Gatta is duly elected Secretary of this Corporation  
Nancy Gatta 1/28/16  
Clerk or Secretary of the Corporation Date

**Concord Public Schools K8 & The Concord-Carlisle Regional School District 9-12  
Request for Proposal: Superintendent Search Consultant Services**

**Certificate of Corporate Bidder  
CERTIFICATE OF CORPORATE BIDDER**

I, Louis Gatta, certify that I am the Chief Executive Officer of the Corporation named as Bidder in the attached Bid Form; that Bill Adams, who signed said Bid Form on behalf of the Bidder was then East Coast Regional President of said Corporation; that I know his/her signature hereto is genuine and that said Bid Form was duly signed, sealed and executed for and on behalf of its governing body.

(Corporate Seal)

Hazard, Young, Attea & Associates, Executive Search Division of ECRA Group  
Name of Bidder

1475 E. Woodfield Road 14th Floor Schaumburg, IL 60173  
Address of Bidder

847-318-0072  
Telephone Number

By:   
(Signature)

Louis Gatta  
Printed Name

Chief Executive Officer  
Printed Title

\_\_\_\_\_  
Date

This Certificate shall be completed where Bidder is a Corporation and shall be so completed by its Clerk. In the event that the Clerk is the person signing the Bidder on behalf of the Corporation, this certificate shall be completed by another officer of the Corporation.

**Concord Public Schools K8 & The Concord-Carlisle Regional School District 9-12  
Request for Proposal: Superintendent Search Consultant Services**

**Conflict of Interest Statement**

The Bidder hereby certifies:

I hereby certify that the Bidder understands that the Massachusetts Conflict of Interest Law, Chapter 268A of the Massachusetts General Laws, applies to the Bidder with respect to the transaction outlined in the Invitation for Proposals. I also certify that the Bidder understands that the Bidder, his/her/its officers, employees, agents, subcontractors, and affiliated entities, shall not participate in any activity which constitutes a violation of the Massachusetts Conflict of Interest Law or which creates an appearance of a violation of the Massachusetts Conflict of Interest Law.

Hazard, Young, Attea & Associates  
Name of Bidder

1475 E. Woodfield Road 14th Floor Schaumburg, IL 60173  
Address of Bidder

847-318-0072  
Telephone Number

By: \_\_\_\_\_  
(Signature)

Bill Adams  
Printed Name

East Coast Regional President  
Printed Title

\_\_\_\_\_  
Date

## Select HYA Superintendent Search History

WITH REFERENCES

**2015**

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Fayetteville-Manlius Central SD (NY) 4,420 students Marissa Joy Mims 315.682.3231	Centinela Valley Union HSD (CA) 6,600 students Hugo M. Rojas II 310.263.3200	Orleans Parish School Board (LA) 11,000 students Nolan Marshall, Jr. 504.460.1496	Boston Public Schools (MA) 57,300 students Michael O'Neill 617.947.2967
Freeport School District 145 (IL) 4,187 students Janice Crutchfield janice.crutchfield@fsd145.org	Flint Community Schools (MI) 7,000 PK-12 students Isaiah Oliver 810.210.6823 isaiah.m.oliver@gmail.com	San Mateo-Foster City SD (CA) 12,000 students Audrey Ng 626.862.4582	
Galt Joint Union High SD (CA) 2,300 students Terry Parker Owing 209.810.0720	Franklin Township PS (NJ) 8,300 students Edward Potosnak 732.745.1866		
Highland Falls-Fort Montgomery Central SD (NY) 1,000 students Anne Lawless 914.588.0384	Jefferson County Schools (WV) 9,000 students Scott Sudduth scottsud@gmail.com		
Mahopac Central School District (NY) 5,000 students Michael Sclafani 914.939.1256	Oak Park Elementary SD 97 (IL) 5,900 students Bob Spatz bspatz@op97.org		
Salem Elementary SD111 (IL) 970 students Terry Barnfield 618.267.0514	Union Elementary SD (CA) 5,000 students Sheila Billings 408.888.3268		
Saratoga Union School District (CA) 2,100 students Arati Nagaraj 408.656.9137	West Allis-West Milwaukee SD (WI) 9,877 students Patricia Kerhin 414.604.3000		
Trevor-Wilmot Consolidated SD (WI) 565 students Tom Steiner 262.862.2356			



## Select HYA Superintendent Search History

WITH REFERENCES

2014

0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Asheville City Schools (NC) 4,081 students Jacquelyn Hallum 828.258.8118	Accomack County Schools (VA) 5,200 students Ronnie Holden 757.710.1830	Baldwin Park USD (CA) 19,238 students Blanca Estela-Rubio 626.856.4201	Loudoun County Schools (VA) 70,000 students Eric Hornberger 571.291.5685
Clarke County Schools (VA) 1,950 students Janet Creager Alger 540.664.1163	Baldwin Union Free SD (NY) 5,000 students Mary Jo O'Hagan 516.589.2994 ohaganmaryjo@gmail.com	City SD of New Rochelle (NY) 11,600 students David Lacher 914.671.2171	Virginia Beach City PS (VA) 70,259 students Dan Edwards 757.263.1016
Green Brook Township PS (NJ) 930 students James Benscoter benscoter@gbtps.org	Bridgewater-Raritan RSD (NJ) 8,800 students Jeffrey Brookner 908.685.2777 jbrookner@brrsd.k12.nj.us	Portsmouth Public Schools (VA) 15,200 students James Bridgeford 757.434.2567	
Haldane Central School District (NY) 883 students Jennifer Daly 917.450.1630	Cleveland Heights-University Heights City School District (OH) 5,800 students Ron Register 216.403.4708 r_register@chuh.org	Rowland Unified SD (CA) 14,000 students Heidi Gallegos heidigallegos@gmail.com	
Katonah-Lewisboro SD (NY) 3,200 students Marjorie Schiff 914.763.7000	Eanes ISD (TX) 7,803 students Rob Hargett 512.415.4656 rhargett@eanesisd.net	Toms River Regional Schools (NJ) 17,000 students Joseph Torrone jtorrone@trschoools.com	
Maple Dale-Indian Hill SD (WI) 500 students Chris Soyke 414.540.4092	East Brunswick PS (NJ) 8,309 students Brad Cohen 732.613.6700		
Moffat County SD RE-1 (CO) 2,402 students J.B. Chapman 970.846.2671	Evanston-Skokie SD 65 (IL) 7,082 students Traci Quattrocki 847.859.8005		
North Plainfield School District (NJ) 3,152 students Linda Bond-Nelson 908.922.0377	Lexington Public Schools (MA) 6,600 students Margaret Coppe mccoppe@sch.ci.lexington.ma.us		
Palos CCSD 118 (IL) 1,882 students Sheila Pacholski 312.835.3589	Parsippany-Troy Hills SD (NJ) 7,300 students Fran Orthwien 973.263.7200 orthwein@aol.com		
Princeton Public Schools (NJ) 3,800 students Timothy Quinn 609.921.0428	Ridgefield Public Schools (CT) 5,500 students Austin Drukker 203.894.5550		
Ross Valley School District (CA) 2,200 students Anne Capron 415.686.2926	Shoreline District #412 (WA) 9,000 students Mike Jacobs or Debi Ehrlichman 206.393.6111		
Roselle School District #12 (IL) 690 students Lisa Mondo 630.240.1709	Woodstock CUSD 200 (IL) 6,145 students Paul Meyer 815.337.2503		
Summit Public Schools (NJ) 4,100 students Celia Colbert 908.399.6131			
Wilton Public Schools (CT) 4,320 students Bruce Likly 203.722.6474			



## Select HYA Superintendent Search History

WITH REFERENCES

2013			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Belmont-Redwood Shores SD (CA) 3,600 students Robert Tashjian 650.520.5354	Decatur Public Schools (IL) 9,000 students Brian Hodges 217.877.8901	Alvord Unified SD (CA) 19,812 students Art Kaspereen artjr@gmail.com	Fairfax County Schools (VA) 186,000 students Ilryong Moon 703.409.0270
Fox Point-Bayside Schools (WI) 500 students Deb Friberg deb_friberg@hotmail.com	Livingston Schools (NJ) 5,400 students Ronnie Spring 201.424.0058		Fort Bend ISD (TX) 69,000 students Jim Rice 832.563.2942
High Point Regional HS District (NJ) 800 Students Paul Derin 973.875.7205	Oconomowoc Area Schools (WI) 5,100 students Don Wiemer 262.490.0804		Indianapolis Public Schools (IN) 30,000 students Diane Arnold 317.679.8844
Monona Grove School District (WI) 3,121 students Susan Fox 608.222.5015	Piscataway Twp Schools (NJ) 7,200 students Tom Mosier tmosier@pway.org		Jersey City Public Schools (NJ) 26,000 students Suzanne Mack 201.344.7599
Nicolet High School (WI) 1,300 students Marilyn Franklin 414.352.1180	Passaic City SD (NJ) 7,000 students Byron Bostos 973.470.5500		Round Rock ISD (TX) 41,000 students Catherine Hanna 512.731.6604
Portola Valley School District (CA) 700 students Jocelyn Swisher 650.851.1777	Portage Public Schools (MI) 8,700 students Robert Snyder 269.381.3585		Stafford County PS (VA) 27,463 students Stephanie Johnson 540.295.0233 johnsonsj@staffordschools.net
Public Schools of the Tarrytowns (NY) 2,100 students Mimi Godwin 914.564.9621	San Leandro Unified SD (CA) 8,800 students Diana J. Prola 510.483.0744		
Sausalito Marin City SD (CA) 500 students William Ziegler 415.331.0505	Shaker Heights City Schools (OH) 5,500 students Annette Sutherland 216.991.8573		
Secaucus School District (NJ) 2,190 students Jack McStowe jmcstowe@sboe.us	St John the Baptist Parish SD (LA) 6,253 students Gerald Keller 504.628.5277		
Sunnybrook SD 171 (IL) 1,015 students Lance Lape 708.895.7790	Syosset Central SD (NY) 6,527 students Michael Cohen 516.567.7780 michaelcohenmd@gmail.com		
Tuckahoe Union Free SD (NY) 1,100 students Julio Urbina 212.239.3030			
Tukwila School District (WA) 2,920 students Mark Wahlstrom wahlsea@yahoo.com			
Watchung Hills Regional HS (NJ) 2,068 students Robert Horowitz 732.563.1122			



# Select HYA Superintendent Search History

WITH REFERENCES

2012			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Byron CUSD 226 (IL) 1,600 students Doug Floski doug@oglelaw.com	Greenwich Public Schools (CT) 8,960 students Nancy Kail 203.912.1683	Cupertino Union SD (CA) 14,000 students Josephine Lucey 408.785.0636	Baltimore County Schools (MD) 106,000 students Lawrence Schmidt lschmidt@sgs-law.com
Deerfield Public Schools (IL) 3,100 students Ellen London 847.405.9607	Lynchburg City SD (VA) 10,000 students Charles White 434.528.4510	Downey Unified SD (CA) 22,500 K-12 students Nancy Swenson nswenson@dusd.net	Jefferson Parish SD (Harvey, LA) 46,000 students Mike Delesdernier 504.812.2150
Eureka School District (Granite Bay, CA) 3,800 students Jerri Davis 916.780.0383	Mentor Public Schools (OH) 8,900 students Alan Mihok 440.205.8432	Hamilton Township Schools (NJ) 12,000 students Ron Tola 610.637.6617	Maryland State Superintendent James DeGraffenreid 410.336.3991
Greendale Schools (WI) 2,600 students Joseph Crappitto 414.906.6213	Muskego-Norway Public Schools (WI) 5,000 students Jim Schaefer 414.303.9755	Highline School District (Burien,WA) 18,000 students Angelica Alvarez 206.660.7695	Seattle Public Schools (WA) 45,300 students Michael DeBell 206.252.0040
Indian Hill Exempted School (OH) 2,000 students Elizabeth Johnston Elizabeth.johnston@ih.k12.oh.us	Normandy Schools (MO) 4,400 students Sheila Williams sgw3@charter.net	Lansing School District (MI) 13,000 students Myra Ford myra.ford@lansingschools.net	Spokane Public Schools (WA) 30,300 students Bob Douthitt 509.220.3440
Irvington Union Free SD (NY) 1,800 students Robyne Kamp 914.591.6118	Park Hill School District (MO) 9,000 students Denise Schnell 816.587.7620	Stamford Public Schools (CT) 16,000 students Polly Rauh 203.325.9379	
Lake Bluff SD 65 (IL) 500 students Mary Jane Brady 847.615.7168	Roaring Fork SD RE-1 (CO) 5,300 students Matthew Hamilton 970.400.7153		
Marlborough Schools (MA) 4,800 students Arthur Vigeant 508.460.3552	Upper Arlington Schools (OH) 5,300 students Robin Comfort rcomfort@uaschools.org		
Pelham Union Free SD (NY) 2,800 students Lisa Kiernan 914.629.5414			
Plainedge Union Free SD (NY) 3,400 students Catherine Flanagan cathy510@yahoo.com			
Riverside SD 96, (IL) 1,500 students Mary Ellen Meindl 708.528.5898			
Ross School District (CA) 500 students John Longley jlongley@rossschool.k12.ca.us			





# Select HYA Superintendent Search History

WITH REFERENCES

2011			
0 – 5,000 Students	5,001 – 10,000 Students	10,001 – 25,000 Students	25,000+ Students
Amherst –Pelham SD (MA) 2,000 students Rick Hood 413.320.3611	Bay Shore Schools (NY) 5,800 students Greg Nardone 516.523.7205	Davenport CSD (IA) 16,000 students Ralph Johanson 563.381.4598	Beaverton Schools (OR) 38,000 students Tim Quillen 503.880.4274
Beverly Hills Schools (CA) 4,702 students Lisa Korbatov 310.413.3223	Clarence School District (NY) 5,600 students Michael Lex mblex@verizon.net	Frederick County Schools (VA) 13,000 students Stuart Wolk 540.533.6715	Boulder Valley Schools (CO) 25,000 students Ken Roberge 303.443.2509
Burlingame School District (CA) 2,400 students Michael Intrieri 510.864.3600	Dothan City Schools (AL) 9,907 students Dr. Harry Wayne Parrish parrishhwp@yahoo.com	Santa Barbara Unified SD (CA) 15,500 students Annette Cordero corderoa@sbcc.edu	Colorado State Commissioner of Education Elaine Berman 720.207.8703
Chappaqua Central SD (NY) 4,000 students Janet Benton 914.273.5342	Grosse Pointe Public Schools (MI) 5,000 students John Steininger GPMS@aol.com	Saugus Union School District (CA) 11,000 k-6 students Doug Bryce dbryce@saugus.k12.ca.us	Frederick County Schools (MD) 39,000 students Brad Young 301.845.0263
Dobbs Ferry School District (NY) 1,300 students Lynn Black 914.674.9110	Southeast Polk CUSD (IA) 5,988 students Lori Slings lslings@valleyb.com	Vallejo City Schools (CA) 17,700 students Ward Stewart 707.853.6160	Lewisville ISD (TX) 50,000 students Carol Kyer 469.576.0871
Lincolnshire-Prairie View SD (IL) 1,650 students David Panitch david@rtg-inc.com			Montgomery County Schools (Rockville, MD) 136,000 students Christopher Barclay 301.302.5623
Loomis Union School District (CA) 2,500 students Jim Foster jimmy-foster@sbcglobal.net			Santa Ana Unified SD (CA) 58,000 students Jose Hernandez 714.397.1023
Marblehead Schools (MA) 3,200 students Kathleen Leonardson 781.307.2019			
Mill Valley Schools (CA) 2,813 students Robin Moses 415.381.5795			
North Chicago CUSD 187 (IL) 4,000 students Ken Robinson 224.374.7299			
Summit School District (CO) 3,062 students Jon Kraemelmeyer 970.668.5384			
Telluride School District R-1 (CO) 800 students Banks Brown 970.729.1100			
Woodside Elementary (CA) 850 students Betinna Pike 650.851.7121			



# Notes



**HYA** Executive Search  
Hazard, Young, Attea & Associates

# Notes



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Schaumburg, IL 60173