



SCHOOL COMMITTEE MEETING

Buker Elementary School
Multi-Purpose Room

Wednesday, May 1, 2019

7:00 PM

1. **Call to Order** 7:00
2. **New Business**
 - a. Interview Candidate Susan Kustka for the Interim Superintendent position @ 7:00 PM Exhibit A
 - b. Interview Candidate Jeffrey Sands for the Interim Superintendent position @ 8:00 PM Exhibit B
3. **Vote to Adjourn**

dmb

Knowledge • Responsibility • Respect • Excellence

The District does not discriminate in its programs, activities or employment practices based on race, color, national origin, religion, gender, gender identity, sexual orientation, age or disability.

DR. SUSAN E. KUSTKA

411 OCEAN STREET, MARSHFIELD, MA 02050, SUEMCLAUG@AOL.COM, (508) 560-0170

April 17, 2019

Hamilton-Wenham Regional Superintendent Search
c/o Glen Koocher- MASC
One McKinley Square
Boston, MA 02109

Dear Hamilton-Wenham Interim Superintendent Search Committee:

I am very excited to express my interest in working as Interim Superintendent of the Hamilton-Wenham Schools. As an educator for almost 25 years, I have been able to combine my love for children and my passion for teaching and learning, and it has made a world of difference in my life and in the lives of my students. While I no longer directly teach students, my daily work as an educational leader, supporting staff and helping to support the professional growth of my administrators and leadership teams, continues to make a difference in the lives of students, as they pursue successful academic outcomes and military, college, or career success after high school. While my longterm goal is to become a permanent superintendent, my skillset is well-suited for this position, and I will serve the students and district well in the role of interim superintendent of schools.

I grew up in a working class family, in an urban environment, with a father who didn't graduate from high school and who did not value education. I also attended the Boston Public Schools at the onset of desegregation of schools and students, which led to many changes in education in the city, and I have had to overcome much adversity in my life, in order to obtain my education and reach my current level of academic success as a district leader. Despite having been discouraged from attending college and having received little support to pursue a degree, I am thankful that I had a number of compassionate and supportive educators in my life who encouraged me to believe in myself and who instilled within me a love for learning that led me to choose my career path as an educator and then as an educational leader. Today's students are faced with more adversity than ever before, and they need leaders, like me, to help promote social emotional learning and to help develop the resiliency that is needed to overcome obstacles that may get in the way of their hopes and dreams and future successes.

Although I work in a suburban school district, the district has become more diverse than many of the surrounding suburban districts. Currently, Weymouth houses approximately 25% students of color in our PreK-12 school district. An increasing number of students who are English Language Learners, Homeless as defined by McKinney-Vento, and/or of low-socioeconomic status have also moved to this community in recent years. There are over forty different languages and varying cultures, bringing the

challenge of trying to ensure that there are equitable educational opportunities and successful outcomes for all students. Weymouth has a number of Title I Schools as well, and we continue to make great strides as a leadership team by increasing high expectations and academic success for all students. I have a great desire to promote social justice and equity for all students in the public school system. While the communities may have differing demographics and needs than Weymouth, the experiences I have gained in my current and previous roles as an educator and as a leader have prepared me well to lead the Hamilton-Wenham Regional Schools.

Today's students need to be prepared for an ever-changing world with career opportunities that do not even currently exist. As your interim leader, I will work to motivate, innovate, and empower both educators and administrators, in order to ensure that students are resilient and properly prepared to become creative thinkers and doers, and, ultimately, successful citizens able to navigate the global world. My vast experience will allow me to provide stability to the school district while you seek a permanent leader for your school system. Thank you in advance for this opportunity.

Sincerely,

A handwritten signature in cursive script, reading "Susan E. Kustka".

Susan E. Kustka, Ed.D.
Assistant Superintendent
Weymouth Public Schools

Dr. Susan E. Kustka

411 Ocean Street • Marshfield, MA 02050 • Phone (508) 560-0170 • E-Mail: suemclau@aol.com

STATEMENT OF PROFESSIONAL COMMITMENT:

I am a goal-oriented, passionate educational leader with over 24 years of expertise in public education. My desire is to be the superintendent of your public school district to promote social justice and equity for all students, resulting in college and career success and global preparedness. Although collaborative in my work style, I am able to make difficult decisions with confidence and in the best interests of students. My commitment to excellence, coupled with my ability to build strong relationships with all stakeholders, in both community and educational settings, enables me to be the best educational leader of your school district.

AREAS OF EXPERTISE:

- ❖ Curriculum Development
- ❖ Contract Negotiations
- ❖ Instructional Leadership
- ❖ Program Development & Redesign
- ❖ Effective Communication Skills
- ❖ Staff Development
- ❖ Personnel Hiring & Dismissing
- ❖ Fiscal Oversight/ Budget Development

PROFESSIONAL EXPERIENCE:

Assistant Superintendent for Administration and Personnel

Weymouth Public Schools

8/1/13-Present

- Negotiation of all seven collective bargaining agreements directly with School Committee
- Operational oversight for HR and personnel policies for about 1,400 employees
- Hiring and supervision and support for all school personnel and departments
- Direct evaluation of district administrators and oversight of evaluation of all staff
- Implementation of new hiring procedures and direct screening, interviewing, and hiring of key staff
- Maintaining all relevant personnel information including licensure and SEI endorsements
- Facilitating the Safety & Security Team and all safety initiatives and training
- Developing and coordinating recommendations for policy and regulation changes to School Committee
- Acting as a member of the Budget Subcommittee for the annual school budget
- Hearing and responding to all Level II grievances filed by employee organizations
- Projecting enrollment and determining related staff and program needs
- Serving as the District Title IX and VI, Civil Rights, ADA, and MA General Law Coordinator
- Writing of grants and involvement in grant allocations
- Coordination of year-round district-wide family engagement events

Director of Teaching and Learning

Hanover Public Schools

7/1/10-7/31/13

- Writing/ allocating/ expending district competitive and entitlement grants
- Leading district K-12 curriculum team/ electronic curriculum development and mapping with K-12 staff
- Involvement in district budget development
- Planning and leading Professional Development for all district staff
- Development and implementation of a K-4 electronic standards-based report card
- Development of K-8 common assessments and district determined measures with staff;
- Leading data meetings to support RtI interventions/ plan differentiation of instruction for K-8 staff

- Leading, including implementation of Common Core standards for ELA and math in grades K-8
- Overseeing district technology to support curriculum and special needs accommodations
- Program development and planning for new full day Kindergarten
- Working directly with superintendent on K-12 district-wide initiatives

Assistant Principal of Curriculum and Instruction

Cedar Elementary School, Hanover, MA

8/09-6/30/10

- Staff evaluation, professional development and training
- MCAS coordinator and action plan development
- Grant writing and expending
- RtI and intervention program development
- Budget development
- Support for district curriculum initiatives
- Data analysis and assessment development
- Co-chairing Sped TEAM meetings

Elementary Educator

Hedge Elementary School, Plymouth, MA

1/99-8/09

- Planning, implementing, and differentiating instruction for 1st, 3rd, and 4th grade students
- Collaborating and co-teaching daily with support staff
- Consulting regularly with the school psychologist to meet the needs of E.D. /B.D. student
- Science Curriculum & Technology Liaison
- Report Card Development
- School Council Member
- Program Coordinator

Special Educator

Gates Intermediate School, Scituate, MA

10/94-1/99

- Evaluating grade 6-grade 8 students to determine eligibility for special education;
- Chairing TEAM meetings;
- Planning and developing appropriate programs;
- Co-teaching and collaborating with regular educators and sped personnel;
- Child Study Team

EDUCATION / TRAINING:

2014-2017 **Northeastern University**, Boston, MA: Ed.D. in Curriculum, Teaching, Learning & Leadership
 2001-2005 **Fitchburg State University**, Fitchburg, MA; CAGS in Interdisciplinary Studies- GPA 4.0
 1992-1994 **Boston College**, Chestnut Hill, MA; M.Ed. in Moderate Special Needs- GPA 3.8
 1988-1990 **University of Massachusetts**, Boston, MA; B.S. in Elem. Education and English -GPA 3.8

Awards/ Honors:

The John Eastburn Scholarship Trust
 Dean's List/ Summa Cum Laude
 Wal-Mart Teacher of the Year
 The Christa McAuliffe Teacher Incentive Grant

Certificate #293180:

Superintendent/Assistant Superintendent (All Levels)
 Supervisor/ Director Non-core
 School Business Administrator (All Levels)
 Principal/Assistant Principal (PreK-6)
 Principal/Assistant Principal (5-8)
 Special Education Administrator
 SEI-Admin Endorsement

4/18/2019

UNOFFICIAL LICENSE INFORMATION

*Massachusetts Department of
Elementary & Secondary Education*

UNOFFICIAL LICENSE INFORMATION

Susan Kustka

1484 Ocean Street

Marshfield, MA 02050

This license information was generated by the educator from the Department's electronic licensure file, ELAR. It should not be taken as proof of current licensure or as an official record. The Department advises that verification of this information via ELAR is always necessary.

Educator: Susan E Kustka

License #: *****293180

MEPID: 50835241

Original Certification Date: 07/10/1990

FIELD(LEVEL)	CATEGORY	APPLICATION TYPE	ISSUE DATE	EXPIRATION DATE
Elementary (1-6)	ACADEMIC	Professional	07/10/90	06/16/14
*Super Dir Non-Core (Level depends on prereq license)	ACADEMIC	Professional	03/17/14	03/16/24
English (5-9)	ACADEMIC	Professional	11/07/97	06/16/14
Special Needs (PreK-9)	ACADEMIC	Professional	04/13/99	06/16/14
Special Education Administrator (All Levels)	ACADEMIC	Initial	02/16/16	**
Principal/Assistant Principal (5-8)	ACADEMIC	Professional	03/17/14	03/16/24
Principal/Assistant Principal (PreK-6)	ACADEMIC	Professional	03/17/14	03/16/24
School Business Administrator (All Levels)	ACADEMIC	Initial	06/18/15	**
Superintendent/Assistant Superintendent (All Levels)	ACADEMIC	Professional	06/27/16	06/26/21
SEI-Admin (Level depends on prereq license)	ACADEMIC	Endorsement	08/27/14	***
VocTech Superintendent/Assistant Super (9-14)	VOCED	Initial	04/09/19	**
* Primary Area				
** Valid for five (5) years of employment.				
*** Due to varying requirements, please pay attention to the specific requirements for the potential of renewing an endorsement.				

Please contact the Department of Elementary and Secondary Education customer service at 781-338-6600, if your license information above is incorrect or incomplete.

Academic Transcript

001761577 Susan E. Kustka-McLaughlin
Sep 30, 2017 11:23 am

Northeastern University

This is not an official transcript. Courses which are in progress may also be included on this transcript.

Transfer Credit Institution Credit Transcript Totals

Transcript Data**STUDENT INFORMATION**

Name : Susan E. Kustka-McLaughlin

Curriculum Information**Primary Program**

Doctor of Education

College: Coll of Professional Studies

Major and Department: Education, Col of Professional Studies

Major Concentration: Curr, Teach, Learn, and Lead

***Transcript type:Unofficial Web is NOT Official ***

DEGREE AWARDED

Awarded: Doctor of Education **Degree Date:** Apr 01, 2017

Curriculum Information**Primary Degree**

College: Coll of Professional Studies

Major: Education

Major Concentration: Curr, Teach, Learn, and Lead

TRANSFER CREDIT ACCEPTED BY INSTITUTION -Top-

TransferFrom: Fitchburg St College

Subject	Course	Title	Grade	Credit Hours	Quality Points	R
TRAN	0	Transfer Credit	T	9.000		0.000

Attempt Hours	Passed Hours	Earned GPA Hours	GPA Hours	Quality Points
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Current Term:

Unofficial Transcript

INSTITUTION CREDIT -Top-

Term: Winter 2014 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7209 GP Intro to Doctoral Studies	A	3.000	12.000		
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points
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Current Term:	3.000	3.000	3.000	3.000	12.000	4.000
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Cumulative:	3.000	3.000	3.000	3.000	12.000	4.000
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Unofficial Transcript

Term: Spring 2014 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7214 GP Learning and Human Development	A	3.000	12.000		
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points
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Current Term:	3.000	3.000	3.000	3.000	12.000	4.000
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Cumulative:	6.000	6.000	6.000	6.000	24.000	4.000
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Unofficial Transcript

Term: Summer 2014 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7217 GP Ed Systems Policy/Values/Pract	A	3.000	12.000		
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EDU	7244 GP Curriculum Theory and Practice	A	3.000	12.000		
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points
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Current Term:	6.000	6.000	6.000	6.000	24.000	4.000
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Cumulative:	12.000	12.000	12.000	12.000	48.000	4.000
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Unofficial Transcript

Term: Fall 2014 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7202	GP	Transforming Human Systems	A-	3.000	11.001	
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EDU	7210	GP	Leadership Theory and Research	A	3.000	12.000	
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Current Term:	6.000	6.000	6.000	6.000	23.001	3.834
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Cumulative:	18.000	18.000	18.000	18.000	71.001	3.945
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Unofficial Transcript

Term: Winter 2015 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7280	GP	Fundamentals of Research	A	3.000	12.000	
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Current Term:	3.000	3.000	3.000	3.000	12.000	4.000
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Cumulative:	21.000	21.000	21.000	21.000	83.001	3.952
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Unofficial Transcript

Term: Spring 2015 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7281	GP	Research Design	A	3.000	12.000	
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Current Term:	3.000	3.000	3.000	3.000	12.000	4.000
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Cumulative:	24.000	24.000	24.000	24.000	95.001	3.958
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Unofficial Transcript

Term: Summer 2015 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7213	GP	Education Entrepreneurship	A	3.000	12.000	
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EDU	7216	GP	Social Justice & Educ Equity	A	3.000	12.000	
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Current Term:	6.000	6.000	6.000	6.000	24.000	4.000
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Cumulative:	30.000	30.000	30.000	30.000	119.001	3.967
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Unofficial Transcript

Term: Fall 2015 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7242	GP	Situated Leadership	A	3.000	12.000	
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EDU	7283	GP	Proposal Dev - Qualitative	A	3.000	12.000	
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Current Term:	6.000	6.000	6.000	6.000	24.000	4.000
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Cumulative:	36.000	36.000	36.000	36.000	143.001	3.972
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Unofficial Transcript

Term: Winter 2016 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	7274	GP	ST: Organizational Consulting	A	3.000	12.000	
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Current Term:	3.000	3.000	3.000	3.000	12.000	4.000
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Cumulative:						
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Unofficial Transcript

Term: Spring 2016 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	8796	GP Thesis Proposal/Review Board	S	0.000	0.000		
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points
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Current Term:	0.000	0.000	0.000	0.000	0.000	0.000
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Cumulative:	39.000	39.000	39.000	39.000	155.001	3.974
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Unofficial Transcript

Term: Summer 2016 CPS Quarter

Academic Standing:

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	8791	GP Doctoral Thesis Continuation	S	0.000	0.000		
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points
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Current Term:	0.000	0.000	0.000	0.000	0.000	0.000
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Cumulative:	39.000	39.000	39.000	39.000	155.001	3.974
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Unofficial Transcript

Term: Fall 2016 CPS Quarter

Academic Standing: Good Standing

Subject	Course Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	8797	GP Thesis Data Collect/Management	S	0.000	0.000		
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Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points
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Current Term:	0.000	0.000	0.000	0.000	0.000	0.000
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Cumulative:	39.000	39.000	39.000	39.000	155.001	3.974
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Unofficial Transcript

Term: Winter 2017 CPS Quarter

Academic Standing: Good Standing (CPS)

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	Start and End Dates	R CEU Contact Hours
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EDU	8798	GP	Thesis Data & Presentation	S	0.000	0.000		
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EDU	8799	GP	Thesis Findings & Discussion	A	12.000	48.000		
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	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Current Term:	12.000	12.000	12.000	12.000	48.000	4.000
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Cumulative:	51.000	51.000	51.000	51.000	203.001	3.980
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Unofficial Transcript

TRANSCRIPT TOTALS (CPS - GRADUATE) -Top-

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA Points
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Total Institution:	51.000	51.000	51.000	51.000	203.001	3.980
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Total Transfer:	9.000	9.000	9.000	0.000	0.000	0.000
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Overall:	60.000	60.000	60.000	51.000	203.001	3.980
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Unofficial Transcript

RELEASE: 8.7.1

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September 17, 2016

It is my pleasure to write this letter of reference for Susan Kustka for the position of superintendent of schools in your school district. By way of background, as the retired superintendent of Hanover Public Schools, I had the good fortune to hire and supervise Susan for a number of years, first when she was an elementary assistant principal and then later when she was promoted to the new district position of K-8 Director of Teaching and Learning.

The nouns that best describe Susan Kustka as an educational leader are the following: commitment, integrity, passion, and professionalism. I select these words carefully as in my many years in education, there have only been a handful of administrators to whom I would attribute these qualities. Susan Kustka is one of them. Susan is an exceptional educational leader whose commitment has always been to ensure not just that **some** students succeed, but that **all** students succeed. As an instructional leader, Susan has the prerequisite skills that superintendents must have if they are to lead a district in change aimed at raising the bar for all students to succeed at high levels. Susan is a resilient leader who can challenge the status quo in an organization in a positive manner. With a professional and collegial approach, she is extremely skilled at managing the conflict that adults feel when undergoing change. Even when it means making her colleagues a little uncomfortable, Susan is committed to taking the risk when the outcome is about student improvement.

As superintendent, I met with Susan regularly and I was always impressed by the laser – like focus and the dedication she brought to any project. She is an independent thinker, thoughtful and current in best practices. She is an informed leader who utilizes the data and current professional literature available before making a decision or recommendation. She leads in a collaborative manner by engaging those stakeholders impacted by her decision in advance. Susan is also a reflective leader and an excellent listener, one who will predicate her decisions as superintendent on students first.

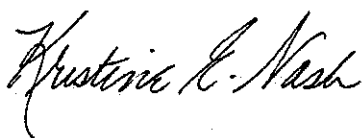
Susan Kustka is a person of high moral character and a leader whose values reflect the integrity that a school organization would desire in a superintendent. She already possesses many of the attributes and skills desirable for a new superintendent to be successful in leading a district. As noted, she is an excellent collaborator and communicator, one who will lead a district by clearly articulating a strong sense of purpose. Yet, she is also an educational leader with a pragmatic

vision, one who understands the political realities brought to bear on today's superintendents by the multitude of state laws/regulations and federal mandates.

In her current position as Assistant Superintendent for Administration and Personnel in the Weymouth Public Schools, Susan has added a new dimension to her skill set, one that bodes well as a new superintendent. She has gained the desired experience that new superintendents often lack in dealing effectively with personnel issues. She negotiates all union contracts in her current district; she screens, interviews and/or hires all district staff; and she deals with the legal aspects of staff discipline and at times terminations. She is extremely versatile in contract language and legal rulings relative to state and federal labor laws.

Susan Kustka is an exceptional educational leader, one who has the potential to be an outstanding superintendent of schools. Her ability to work with all factions in the community in a respectful and professional manner and her compassion for staff and students are commendable. In Susan Kustka, a district will find an educational leader who will always advocate for equity and excellence for all students. Without reservation, I recommend Susan Kustka for the position of superintendent of schools in your district. Please feel free to contact me at kristineenash@gmail.com should you wish further information.

Sincerely,

A handwritten signature in cursive script that reads "Kristine E. Nash". The signature is written in dark ink and is positioned above the printed name.

Kristine E. Nash Ed.D.

CAMBRIDGE PUBLIC SCHOOLS



KENNETH N. SALIM, Ed.D.
Superintendent of Schools

159 THORNDIKE STREET, CAMBRIDGE, MASSACHUSETTS 02141
 Telephone: (617) 349-6494 • Email: ksalim@cpsd.us

To Whom it May Concern:

I am delighted to write this letter of support for Susan Kustka's application for Superintendent of Schools. After working with Susan in my previous position as Superintendent of Weymouth Public Schools, I am confident in Susan's ability to make difficult leadership decisions in the best interests of children, to maintain high expectations for staff at every level, and to implement district-wide improvement and change. I supervised Susan in Weymouth Public Schools during my tenure in Weymouth where she served as Assistant Superintendent for Administration and Personnel.

After conducting a comprehensive search in Weymouth where other finalists included former superintendents, Susan was my first choice to become our Assistant Superintendent for Administration and Personnel. Susan had a successful tenure as the Director of Teaching and Learning in Hanover Public Schools where she oversaw academic responsibilities for the school district including technology integration, curriculum mapping and data support. But most importantly, Susan demonstrated values and had experiences that I knew would make her successful: a commitment to high standards for all students and staff, deep experience as a teacher in general education and special education settings, and a passion for educational change.

In her role, Susan was part of my leadership team and was responsible for personnel and operations system-wide. She supervised principals and central office directors and coordinators, oversaw the recruitment and hiring process for all staff, and was the lead administrator for collective bargaining negotiations where she worked closely with our school committee members and our finance department. Susan led key district initiatives including the roll out of the state system for educator evaluation; the revision and improvement of our safety and security protocols and training; and collaborative labor-management efforts to recognize exemplary staff with our union partners. Susan was consistently sought out by our principals and central administrators as a trusted advisor, mentor and resource for addressing complex issues. She brings a proactive approach to problem solving and works with every district department and school.

In closing, there are three words that come to mind when thinking about Susan's leadership: passionate, committed and result-oriented. Your district would be fortunate to have Susan as its next Superintendent of Schools. Please do not hesitate to contact me if I can provide any further information. I welcome the opportunity to speak further with you about Susan's candidacy.

Sincerely,

A handwritten signature in dark ink, appearing to be 'KS' or similar initials.

Kenneth Salim, Ed.D.
 Superintendent

The Cambridge School Department is an Equal Opportunity/Affirmative Action employer.



WEYMOUTH HIGH SCHOOL

One Wildcat Way, Weymouth, Massachusetts 02190
 Telephone: 781-337-7500 Fax: 781-340-2569 Web site: weymouthschools.org

March 1, 2019

RE: Dr. Susan Kustka

To Whom This May Concern:

When the Nation at Risk report came out many years ago, the education world was rocked by the idea that it was failing our students. Since that moment, schools across the country have faced a plethora of challenges ranging from changing demographics to funding to poorly managed schools. Yet the research since and included in the most recent Nation of Hope report, has consistently stated that the single most effective way to combat this crisis is with administrators who are "master leaders". In introducing you to Dr. Susan Kustka, I bring to you a woman who is the quintessential master educator and leader and without a doubt, one of the most well rounded administrators I have seen in my over 30 years in education.

It is my distinct honor and pleasure to write in support of Dr. Kustka for she embodies everything you are looking for in an educator, student advocate, special education teacher, building and district leader. There is absolutely no question that she will positively affect not only the students, teachers, staff and parents in your district but the entire community as well. She certainly has done that and more here in Weymouth. I certainly am a better educator and leader having worked with Susan and despite successes that I am very proud of, I am wise enough to know that as a Building Principal, the leadership from above is what empowers us to greatness and I credit Dr. Kustka for her work with me here in Weymouth.

In bringing Susan to you, I do so with over 30 years of experience as a State and Nationally recognized teacher, educational consultant, Adjunct Professor for Administrative Candidates, the 2016 NASSP and CAS CT Principal of the Year and current High School Principal in Weymouth, MA. I bring to you the sincere confidence in my ability to assess exceptional educators and leaders of character. Dr. Susan Kustka not only demonstrates these qualities, she has a thirst for knowledge and intellectual insight that I have rarely seen, combined with a work ethic and moral code that is of the highest order making her one of the truly unique people I have had the pleasure of working with. I enthusiastically endorse your hiring her knowing you will build a district culture that is of the highest order based around her immense talents and her desire to move all students and staff forward.

Dr. Kustka does everything with a vision, a passion and an understanding of the importance of every last detail and no stone going unturned. Her students and the staff respect and admire her for the energy and enthusiasm with which she disseminates her knowledge of effective instruction and school leadership. She stays late, incessantly "picks the brains" of those with more experience, surrounds herself with great people and does not need to be center stage as long as the end results help kids. She is

without a doubt student centered, respects her staff, listens openly and is able to hear all stakeholder opinions.

Her love of teaching and learning is infectious. Susan demands excellence, from her teachers, her parents, her students, herself and her community and yet knows how to move people forward who are not producing as effectively as they can. That is why I am certain that Susan is the ideal candidate for your leadership position. Although I will be disappointed to see her go, I know that this opportunity is a perfect match of her talents, expertise and commitment to education.


I implicitly trust Susan in her approach to her work and in her character and without question, I know that her interest in school leadership is driven by both her intellectual curiosity and her desire to help motivate and work with youth of all abilities. I have seen her engaged in a deep conversation on pedagogy with an "Educational Leader" and being able to stand her ground, remain controlled and deliver a convincing rationale. I applauded her then and do so every day when I witness her most recent handling of a situation. Her empathic nature leaves everyone who comes in contact with her a greater sense of dignity and self-worth without her ever having to sacrifice what is right, bend the rules or look the other way.

Susan is an exceptional leader who stays on top of the research regarding teaching and learning. Her style is accessible to everyone and she helps everyone fortunate enough to come in contact with her grow personally and professionally. She is so well trained and respected that she has lead countless committees and delivered a myriad of professional development activities. Her resume speaks of all her work, but I have worked closely with her on committees on school safety, climate, hiring, diversity, and other vital programs, as well as the day to day operations of a large high school. In addition, she is trained in so many current pedagogies that she is able to use her professional and academic experiences to help create authentic, personalized learning tasks for each of her staff.

Should you be shrewd enough to hire Dr. Susan Kustka, you will certainly never be disappointed. Her work has been invaluable to our entire community and she is a leader in every sense of the word. I know, that despite my many years of experience, I have benefited greatly from working with her. What more can we ask for in an educational leader? When the Nation at Risk report was written and then the follow up, Nation of Hope recently released, both cried out for exemplary educators and leaders. Without a doubt they were thinking of someone with the qualities that Dr. Susan Kustka carries into her our district every day. It has been an honor working with her.

If you have anymore questions please feel free to contact me. I can be reached at 860-671-1304 or alan.strauss@weymouthschools.org.

Respectfully


 Alan J. Strauss, Principal
 Weymouth High School
 2016 NASSP, CAS CT Principal of the Year



WEYMOUTH PUBLIC SCHOOLS

111 Middle Street ☙ Weymouth MA 02189 ☙ 781-335-1460 (P) ☙ 781-335-8777 (F)

February 3, 2018

To Whom It May Concern:

I write this recommendation on behalf of Dr. Susan Kustka. Dr. Kustka is a professional and a member of our district leadership team. Dr. Kustka has many responsibilities in her current position of Assistant Superintendent for Administration and Personnel. I have worked with Dr. Kustka since 2013. Her dedication, work ethic, and years of experience in classrooms and district level leadership positions make her a superb candidate.

As Assistant Superintendent for Administration and Personnel, Dr. Kustka oversees all educators and staff members in our district. To provide support and training for these teams, Dr. Kustka meets regularly with joint labor management committees to collaboratively problem solve, and support our staff. Dr. Kustka spends countless hours working cooperatively with various negotiating teams to meet the needs of students, the district, and staff. These collaborative meetings have afforded Dr. Kustka the opportunity to successfully negotiate multiple contracts with numerous bargaining units.

Student safety is of the utmost importance, and Dr. Kustka is skilled in supporting these efforts. Most recently, Dr. Kustka spearheaded a Safety Committee that was charged with creating safety protocols and procedures for over 6,000 students and 700 staff members. Dr. Kustka worked side by side with local law enforcement and public officials to adopt and implement new research based protocols. Dr. Kustka secured grant funding to support purchasing required materials and extended professional development support. This safety initiative included physical safety as well as social and emotional safety. Her attention to detail, ability to oversee large-scale professional development initiatives, and her knowledge about school safety has benefited our district.

Dr. Kustka supports our district Family and Community Engagement Committee. To increase family engagement, Dr. Kustka supports and successfully endorses district wide family engagement events. These events are attended by hundreds of family and community members. Her efforts provide a venue to highlight academics, the fine and performing arts, and community outreach programs. These events afford free opportunities for families to learn about what our district and community provides for resources, supports and learning experiences. She is a resource for the Weymouth Public School's staff, students, and families.

Dr. Kustka works collaboratively with her colleagues to best meet the needs of all students, families, and staff. She understands that each and every staff member, student, and family

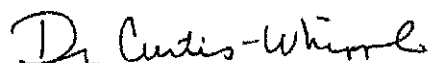


needs to be viewed holistically. On a daily basis, Dr. Kustka handles multiple district, personnel, and pupil meetings. Communication is of the utmost importance and she always communicates in a responsive way. Her ability to communicate in a clear, comprehensive and concise manner has afforded our district the opportunity to handle difficult staffing dilemmas, confidential personnel issues and daily interactions with families.

Dr. Kustka is always eager to accept a new challenge. Dr. Kustka was charged with the task of participating in a Massachusetts Department of Education Professional Learning Network, PLN. This project provided our district with tools to support the educator evaluation system. The tools have been of benefit to teachers and administrators. Dr. Kustka led our district team to share the work of her PLN at a Department of Education Meeting for Massachusetts. Many other districts have benefited from her work and efforts. Dr. Kustka graciously handled the increased workload and persevered to ensure that the final PLN product was comprehensive, professional, and resourceful.

Dr. Kustka is a member of our central leadership team. Her professionalism, knowledge, collaborative beliefs, work ethic, dedication and perseverance make her a highly qualified applicant. It is without hesitation that I highly recommend her. Please do not hesitate to contact me if you have any question.

Sincerely,



Jennifer Curtis-Whipple, Ed. D.

Superintendent

Weymouth Public Schools

(781) 335-1460 ext. 20311

Ellen Witter-Harrington
28 Carnoustie Road
Bourne, MA 02532-8327

February 25, 2019

To Whom It May Concern:

It is with pleasure that I write this reference letter for Dr. Susan Kustka. As the Pupil Personnel Services Administrator in the Hanover Public Schools, I had the good fortune to work with Susan for five years, first as an Elementary Assistant Principal responsible for overseeing all supportive services as well as curriculum implementation/staff evaluation and supervision in a school of approximately 500 students. As a result of her exemplary leadership skills, Susan was then promoted to the post of district wide Director of Curriculum and Instruction. With a strong work ethic, great communication and collaboration skills, and knowledge of child development, special education, and curriculum, Susan instituted a number of changes in the district which resulted in improved programming and uniform services for all students. Susan easily gained the trust of the administration and staff which was an essential part of her success.

No matter what Susan tackles, she is first and foremost an advocate for what is best for all children. She is always forthcoming, professional, and extremely dedicated to finding the most effective plan of attack to ensure improved student learning and achievement both individually and in the aggregate.

Susan possesses the requisite leadership skills and knowledge sought in today's educational leaders – the ability to understand and take a strong command of any problem as well as the ability to determine the appropriate resources and/or strategies to lead others through the problem solving process. During our work together, I have witnessed the continued growth in Susan's leadership skills. She has become very proficient in keeping people focused on the task at hand as well as requiring staff to initiate problem-solving strategies that utilize data in their decision making process.

The role of a central office public school administrator is such that the individual must be a "manager and juggler". In her position of Director of Curriculum and Instruction, Susan demonstrated that she is highly skilled in multitasking, whether that task is a program restructuring, grant writing, budget development, or curriculum modification initiatives.

Susan is a competent manager and a highly active participant on the district's leadership team. She sees the "big picture" and, she knows how every department fits to move school district personnel to a mutually agreed upon goal. She is that perfect blend of enthusiasm, expertise, confidence, and caring that all excellent administrators should possess. I could not recommend her more.

If you have any questions about Dr. Susan Kustka, please feel free to contact me at witterharringtonellen31@gmail.com or 508-728-5127.

Sincerely,

Ellen Witter-Harrington

Retired Special Education Director
Freetown-Lakeville Regional School District

JEFFREY D. SANDS

jeffsands68@yahoo.com

16 Kimberly Drive
Tewksbury, MA 01876

Cell: 978-764-5276
Home: 978-640-6264

April 12, 2019

Mr. Glenn Koocher
MASC Hamilton-Wenham Regional School District Superintendent Search
Massachusetts Association of School Committees
One McKinley Square
Boston, MA 02109

Dear Mr. Koocher:

It is with great interest that I submit my application to you for the position of Interim Superintendent. Since 2013, I have served as the Assistant Superintendent of Schools for the Hamilton-Wenham Regional School District. In that capacity, I am responsible for leading the day-to-day operations of the District which includes but is not limited to finance, accounting, budget, treasury, human resources, payroll, food service, risk management, technology, facilities & grounds, security, procurement and collective bargaining. I have been involved in virtually every initiative the District has undertaken since my arrival in 2013; often times as the Administrator in charge. During my six years with the District, I have developed strong working relationships with Superintendent Harvey, members of the Leadership Team, members of the community and town government, as well as hundreds of faculty and staff including the leadership of the District's Labor Unions.

As described in my resume, my professional experience is both extensive and diverse extending far beyond financial leadership to include regional school district administration, MSBA building project management, operations management, human resources administration, collective bargaining and procurement within various organizations for over 25 years. I have built partnerships and cross-functional teams committed to excellence, advanced enterprise systems in complex organizations, and have extensive experience working with all levels of personnel. My accomplishments and successes are supported by my ability to analyze and assess opportunities and to generate advancements in performance, profitability and efficiencies. With a strong, inclusive leadership style and an ability to build high performing teams, I have assumed a number of diverse leadership roles during my career. I am a self-directed leader who also works well as a team player. I received a Bachelor of Science in Finance from Merrimack College and an MBA from Bentley University. I hold MA DESE Professional Licensure as a Superintendent/Assistant Superintendent and School Business Administrator.

I believe that I offer the District a unique combination of continuity, institutional knowledge, stability and leadership that cannot be matched by any other candidate. Under my leadership the District will not tread water or become complacent like many Districts often do when a long-tenured Superintendent leaves and an Interim Superintendent is hired. Through the relationships I have built over the past 6 years, I will leverage the awesome team that has been assembled to move the ball forward across all disciplines; we will not miss a beat. Finally, I can serve as the centerpiece of a long-term transition plan to a permanent Superintendent when the time comes.

I appreciate the consideration.

Sincerely,



Jeffrey D. Sands

Enclosures

JEFFREY D. SANDS

16 Kimberly Drive
Tewksbury, MA 01876

jeffsands68@yahoo.com

Cell: 978-764-5276
Home: 978-640-6264

SENIOR FINANCE & BUSINESS EXECUTIVE**Big 4 Experience ♦ Finance & Business Operations ♦ Financial Analysis & Modeling**

- Provided expert financial leadership during turbulent business and economic conditions.
- Built and led several high performance finance teams.
- Key player in business IT systems implementations and related change management initiatives.
- Extensive experience working with all levels of personnel including executive management.
- Recognized by colleagues as a top-performer with outstanding leadership skills.

MBA-credentialed finance executive with demonstrated record of 20+ years of business results and experience derived from deep expertise in operations management, financial leadership, and strategic business planning.

SIGNATURE STRENGTHS

Operations & Risk Management
Business Rules & Governances
Technology Implementation
Contract Negotiations

Procurement
Process Reengineering
Workforce Planning
M&A Transactions

Cost Reduction & Containment
Cash Flow Improvement
Budgets & Forecasting
Financial Modeling

CAREER NARRATIVE**HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT, WENHAM, MA ♦ 2013 - Present**

K-12 Public School system consisting of 6 school buildings, 330 employees, 2,000 students with an annual operating budget of ~\$30 million.

Assistant Superintendent of Finance & Administration

Accountable for leading all non-instructional functions for the School District including budgeting, forecasting, financial planning & analysis, payroll, grants management, student data, general accounting, treasury, audit support, procurement, human resources, transportation, food service, technology, and facilities. Currently serves as the Chief Financial, Operations and Procurement Officer for the School District.

- Member of the Superintendent's Executive Team
- Leader of a cross functional District-wide Security Team
- Manages 5 Department Heads with over 80 staff across multiple disciplines
- MA DESE Licensure as a School Business Administrator
- MA DESE Licensure as a Superintendent / Assistant Superintendent
- Member of NEMLEC School Threat Assessment and Response System (STARS) Team
- MCPPO Certified

TEWKSBURY PUBLIC SCHOOLS, TEWKSBURY, MA ♦ 2010 - 2013

K-12 Public School system consisting of 8 school buildings, 500 employees, 4,000 students with an annual operating budget of ~\$50 million.

School Business Administrator

Accountable for leading a finance and business functions for the School District including budgeting, forecasting, financial planning & analysis, payroll, grants management, student data, general accounting, audit support, procurement, human resources, transportation, food service, technology, and facilities.

THE BOSTON CONSULTING GROUP, Boston, MA ♦ 2008 - 2009

Global management consulting firm operating in 60 locations worldwide with 500 partners, \$2.5 billion in revenue and 6,000 employees.

Senior Global Finance Director

Managed several high priority initiatives for the Global CFO and other members of the executive management team during a period of very unstable global business conditions. Senior finance member of Global Business

Process Reengineering team charged with driving continuous improvements within the finance function and other critical cross-functional decision support areas.

- Collaborated with global partners improving DSO by 20 days and reducing interest charges by more than \$10 million annually.
- Instrumental in decreasing the Firm's controllable cost structure by \$100 million (+10%), while partnering with country and functional budget holders.
- Updated and harmonized global travel and business expense policies and procedures, thereby eliminating costly country-specific programs. Annual savings are expected to exceed \$50 million.

PRICEWATERHOUSECOOPERS, L.L.P., Boston, MA ♦ 1994 - 2007

Big 4 Public Accounting firm serving 16 industry sector concentrations, including US Private Companies Services (PCS) with 35 operating locations, \$750 million in revenue, 250 partners and 2,000 employees, and US Tax Services with 60 operating locations, \$2.0 billion in revenue, 700 partners and 6,000 employees.

Managing Director of Finance & Operations (CFO), US Private Company Services 2005 - 2007

Recruited by Firm's CFO to lead the finance and operations functions for newly formed PCS Operating Unit. Major contributor to the initial strategic planning process and making the business unit fully operational within timeframe set by the Firms' Management Committee. Accountable for all financial functions, including budgeting, financial planning & analysis, headcount & resource management, profitability improvement, and general accounting functions. Member of the PCS Practice Executive Team.

- Led a practice-wide Client Selectivity Review generating \$5 million in annual profit improvements.
- Within 18 months, reduced DSO by 15 days, a 20% improvement saving more than \$2 million annually.
- Spearheaded process for establishing business unit specific performance metrics, key indicators and goals, and developed Partner and Practice-wide dashboards.
- Built a robust five-year financial modeling tool utilized during strategic planning and budget processes.
- Developed proprietary Business Rules and governance structure.
- Led cross-functional teams to facilitate co-location of Audit and Tax personnel, and instrumental in establishing PCS-specific support functions including finance, marketing, and human resources.
- Key member of Firm-wide team charged with selection and implementation of a new budget system.

Managing Director of Finance (CFO), US Tax Services Practice 1998 - 2005

Accountable for leading all finance functions within matrix organization including budgeting, forecasting, financial planning & analysis, headcount & resource management, profitability improvement, and general accounting functions. Hand selected by US Senior Tax Partner to assume Tax CFO Role following merger of legacy firm's Coopers & Lybrand and Pricewaterhouse. Member of the US Tax Practice Executive Team.

- Built and led team of 65 geographically dispersed finance professionals.
- Served as key member on firm-wide Steering Committee charged with implementing new accounting and financial management systems (e.g., SAP and PeopleSoft) for the US Firm. Executed business-unit-specific Change Management plan comprised of practice-wide communications and training, revised Business Rules, new client billing rates, and client pricing tools.
- Sparked \$10+ million increase in annual profits following successful practice-wide Client Selectivity Review.
- Achieved 40% reduction in DSO over three-years, generating \$6 million in annual savings.
- Instituted practice-wide review of Controllable Costs, saving \$15 million annually.
- Contributed to design and implementation of new strategic plan and organizational structure of US Tax practice following impact of Sarbanes-Oxley Act on Big 4 Tax Practices.
- Worked extensively with HR leadership on "people" initiatives including Reduction-In-Force (RIF) planning, annual compensation and bonus programs, and partner candidacy affordability modeling.

EDUCATION

BENTLEY COLLEGE, Waltham, MA
Master of Business Administration, Management

MERRIMACK COLLEGE, North Andover, MA
Bachelor of Science, Finance

UNOFFICIAL LICENSE INFORMATION

Page 1 of 1

Massachusetts Department of
Elementary & Secondary Education

UNOFFICIAL LICENSE INFORMATION

Jeffrey Sands
16 Kimberly Drive
Tewksbury, MA 01876

This license information was generated by the educator from the Department's electronic licensure file, ELAR. It should not be taken as proof of current licensure or as an official record. The Department advises that verification of this information via ELAR is always necessary.

Educator: Jeffrey D. Sands

License #: ****452807

MEPID: 53245103

Original Certification Date: 06/15/2011

FIELD(LEVEL)	CATEGORY	APPLICATION TYPE	ISSUE DATE	EXPIRATION DATE
School Business Administrator (All Levels)	ACADEMIC	Professional	06/07/17	06/06/22
Superintendent/Assistant Superintendent (All Levels)	ACADEMIC	Professional	11/02/17	11/01/22

Please contact the Department of Elementary and Secondary Education customer service at 781-338-6600, if your license information above is incorrect or incomplete.



Massachusetts Department of
**ELEMENTARY & SECONDARY
EDUCATION**

Bentley University
175 Forest Street
Waltham, Massachusetts 02452-4705

AN OFFICIAL SIGNATURE IS VALID WHEN A BURGUNDY BACKGROUND

Patricia J. Rogers

The official record and signed transcript is printed on Bentley University paper. When photocopied, "COPY" should appear. A black & white copy of a color copy should not be accepted.

Student No: 802084836

Date Issued: 02-NOV-2010

Record of: Jeffrey D. Sands
Current Name: Jeffrey D. Sands
16 Kimberly Drive
Tewksbury, MA 01876

Page: 1

Issued To: Jeffrey Sands
16 Kimberly Drive
Tewksbury, MA 01876

Course Level: Graduate

Current Program

College : Graduate School
Major : Management

Degree Awarded : Master of Business Admin 17-MAY-1997

Ehrs: 39.00 GPA-Hrs: 39.00 Qpts: 135.00 GPA: 3.46

Primary Degree

Major : Management

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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TRANSFER CREDIT ACCEPTED BY THE INSTITUTION:

Spring 1993 Advanced Standing

AC 500	Financial and Managerial Acctg	3.00 AS	
CS 513	Management Information Systems	3.00 AS	
EC 501	Economic Analysis	3.00 AS	
FI 501	Business Financial Management	3.00 AS	
HQ 520	Management & Changing Environ	3.00 AS	
ST 510	Stat Anal & Decision Theory	3.00 AS	
Ehrs: 18.00 GPA-Hrs: 0.00 Qpts: 0.00 GPA: 0.00			

INSTITUTION CREDIT:

Spring 1993			
HQ 510	Management, Org & Behavior	3.00 3.3	9.90
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 9.90 GPA: 3.30			

Summer 1 1993			
HX 511	Marketing System	3.00 3.3	9.90
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 9.90 GPA: 3.30			

Fall 1993			
OH 560	Production/Operations Mgmt	3.00 3.3	9.90
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 9.90 GPA: 3.30			

Spring 1994			
HQ 635	Negotiating	3.00 3.7	11.10

***** CONTINUED ON NEXT COLUMN *****

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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Institution Information continued:

Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 11.10 GPA: 3.70

Fall 1994

OR 601	Comp in Global Mkt:Anal of Env	3.00 3.7	11.10
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 11.10 GPA: 3.70			

Spring 1995

FI 601	Corporate Financial Management	3.00 2.3	6.90
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 6.90 GPA: 2.30			

Summer 1 1995

BC 610	Effective Speaking	3.00 3.3	9.90
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 9.90 GPA: 3.30			

Fall 1995

TX 691	Essentials of Tax for Managers	3.00 3.7	11.10
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 11.10 GPA: 3.70			

Spring 1996

HQ 650	Entrepreneurship	3.00 3.7	11.10
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 11.10 GPA: 3.70			

Summer 1 1996

BC 630	Technical Communication	3.00 4.0	12.00
Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 12.00 GPA: 4.00			

Fall 1996

HQ 630	Interpersonal Behav in Mgmt	3.00 3.3	9.90
HQ 670	Managing in Diverse Workplace	3.00 3.7	11.10
Ehrs: 6.00 GPA-Hrs: 6.00 Qpts: 21.00 GPA: 3.50			

***** CONTINUED ON PAGE 2 *****

THIS TRANSCRIPT
ISSUED TO STUDENT

315 Turnpike Street
North Andover, Massachusetts 01845

Merrimack COLLEGE

Official Transcript

978-837-5000
Fax 978-837-5054

Page 1 of 2

Name: Jeffrey D. Sands

Sec Sec #: XXX-XX-4770

Student ID: 72646

Date of Birth: 05/30

Class: Senior

Degree: B.S. in Business Admin.

Degree Date: 05/20/90

Major1: Business Administration

Conc1: Finance

Minor1: Blank

Major2: blank

Conc2: None/No Concentration

Minor2: Blank

Jeffrey D. Sands

16 Kimberly Drive

Tewksbury, MA 01876-1415

Fall Semester 1986							Spring Semester 1988 (cont.)						
EN101A	Rhetoric I	3.00	C	RS337A	Judicial	3.00	B-						
MA109A	Quant Maths With App I	3.00	A	ST212A	Bus & Eco Statist'S II	3.00	B+						
MG210A	Theory & Prac Of Mgmt	3.00	B+										
PH112A	Persp On Human Nature	3.00	B		attempt	earn	pass	quality	points	gpa			
SO201A	Prin Of Sociology	3.00	B	new	15.00	15.00	0.00	15.00	43.20	2.880			
				cum	57.00	57.00	0.00	57.00	176.40	3.034			
	attempt	earn	pass	quality	points	gpa							
new	15.00	15.00	0.00	15.00	45.00	3.000							
cum	15.00	15.00	0.00	15.00	45.00	3.000							
Spring Semester 1987							Summer Term 1988						
EN102A	Rhetoric II	3.00	B+	new	3.00	3.00	0.00	3.00	11.10	3.700			
MA110A	Quant Maths With App IX	2.00	W	cum	60.00	60.00	0.00	60.00	187.50	3.125			
MG107A	Automated Mgt Info Sys	3.00	A										
PL101A	Politics Of The U.S.	3.00	B										
RS100A	Intro To Rel Studies	2.00	B										
	attempt	earn	pass	quality	points	gpa							
new	12.00	12.00	0.00	12.00	39.90	3.325							
cum	27.00	27.00	0.00	27.00	84.90	3.144							
Fall Semester 1988							Spring Semester 1989						
EC303A	Environmental Eco	3.00	B										
HI106A	Hist Am Civ 1607-1877	3.00	B										
MA115A	Calculus For Business	3.00	B										
MG300A	Legal & Soc Env Of Bus	3.00	B+										
PH216A	Ethics In Business	3.00	B+										
	attempt	earn	pass	quality	points	gpa							
new	15.00	15.00	0.00	15.00	46.80	3.120							
cum	75.00	75.00	0.00	75.00	234.30	3.124							
Fall Semester 1987							Spring Semester 1988						
AC201A	Prin Fin Mngt Acct I	3.00	B-										
EC202A	Prin Of Eco Macro	3.00	B										
RS304A	Prophecy & Soc Justice	3.00	B										
SO420A	Criminology & Penology	3.00	A-										
ST211A	Bus & Eco Statist'S I	3.00	A-										
	attempt	earn	pass	quality	points	gpa							
new	15.00	15.00	0.00	15.00	48.30	3.220							
cum	42.00	42.00	0.00	42.00	133.20	3.171							
Spring Semester 1988							Fall Semester 1989						
AC202A	Prin Fin Mngt Acct II	3.00	A-										
EC201A	Prin Of Eco Micro	3.00	B-										
MG205A	Prin Of Marketing	3.00	C										
	attempt	earn	pass	quality	points	gpa							
new	15.00	15.00	0.00	15.00	45.30	3.020							
cum	90.00	90.00	0.00	90.00	279.60	3.106							

To be continued

Printed on 11/01/12

**ISSUED
TO
STUDENT**

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315 Turnpike Street
North Andover, Massachusetts 01845



978-837-5000
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Official Transcript

Page 2 of 2

Name: Jeffrey D. Sands

Sec Sec #: XXX-KK-4778

Student ID: 72646

----- Fall Semester 1989 -----

BK101A	Intro Biology I	3.00	A
CH101A	World's Chem Problems	3.00	A
PA131A	Nature of Music	3.00	B+
FI401A	Intern Finance I	3.00	B
FI402A	Investments	3.00	A

	attempt	earn	pass	quality	points	gpa
sum	18.00	18.00	0.00	18.00	84.90	3.680
cum	105.00	105.00	0.00	105.00	334.50	3.186

----- Spring Semester 1990 -----

BK102A	Intro Biology II	3.00	A
FI402A	Intern Finance II	3.00	A-
MS404A	Bus Policy & Soc Resp	3.00	B
PL362A	Civil Liberties	3.00	B
SC302A	Social Problems	3.00	A

	attempt	earn	pass	quality	points	gpa
sum	18.00	18.00	0.00	18.00	82.10	3.540
cum	120.00	120.00	0.00	120.00	387.60	3.230

----- Fall Semester 1991 -----

CE103C	Intro to Computers	3.00	A-
CE103C	Intro to Computers	3.00	A-
** Repeated **			

	attempt	earn	pass	quality	points	gpa
sum	6.00	6.00	0.00	6.00	22.20	3.700
cum	126.00	123.00	0.00	123.00	399.70	3.241

End of Transcript

11/01/92

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KLAARE CHARLIE, REGISTRAR

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HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

5 School St. Wenham, MA 01984

(978) 468-5310

Michael M. Harvey, Ed.D.
Superintendent of Schools

April 9, 2019

Hamilton-Wenham Regional School Committee
c/o Glenn Koocher, MASC
5 School St.
Wenham MA, 01984

Dear Members of the School Committee,

I am writing to recommend Jeff Sands to you for the position of Interim Superintendent of the Hamilton-Wenham Regional School District. As you all know, Jeff and I have worked together since November of 2013, when Jeff joined the HWRSD as the Assistant Superintendent for Administration and Finance.

I can think of no better individual to serve as the Interim Superintendent. You will not find anyone who knows the workings of the HWRSD better than him. This knowledge and understanding will be crucial to ensuring the operations of the District continue to function without operation. Jeff has built positive relationships with members of the faculty, including the leadership of the District's three Public Employee Unions. As a senior member of the District Leadership Team, Jeff has also established positive working relationships with the building principals, program administrators and central office leadership. I have no doubt that Jeff will be able to leverage these relationships to address any issues that might arise.

Jeff will not only provide the HWRSD with stability in this time of transition, his presence as Interim Superintendent will also allow the improvement initiatives that are ongoing in the HWRSD to continue without interruption. The most important of these initiatives is the implementation of the HWRSD Strategic Blueprint. As Jeff understands the work that has already been accomplished on the prior Blueprint, he will be in a position to support the work of the Leadership Team in implementing the new plan whereas an outsider would lack the familiarity with the HWRSD to be immediately comfortable with the new initiatives. Jeff will ensure that the 2019-2020 school year will not be one where the HWRSD is "treading water" while waiting for the appointment of a new Superintendent.

In closing, I give Jeff Sands my highest recommendation for the position of Interim Superintendent of the Hamilton-Wenham Regional School District. I believe he is the best person for this position.

Sincerely,


Michael M. Harvey, Ed.D.
Superintendent

Knowledge

Responsibility

Respect

Excellence



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

April 10, 2019

Dear School Committee Members:

It is my pleasure to recommend Jeffrey Sands for the position of interim superintendent of the Hamilton-Wenham Regional School District. The role of an interim is to provide stability and continuity so that the district can continue to move forward. The district is currently facing fiscal challenges with the budget process, the OPEB requirement, and the potential Longmeadow agreement. The interim will need to possess a deep understanding of school finances and to have effective working relationships with town officials in order to address these challenges. With his exceptional financial background and knowledge of both district and community needs, Jeff is uniquely qualified to provide leadership in these areas. We are also about to embark on a new five-year strategic plan in which the district will identify its collective beliefs about learning and use these beliefs to reimagine education in the district to prepare students for a changing world. We need a leader who is familiar with and supportive of the direction of the district to enable us to continue to make progress on these important educational goals for our students. Jeff Sands is the best possible candidate to provide this leadership and to guide the district capably through this transition period.

As the district's Assistant Superintendent for the last six years, Jeff has worked closely with the current superintendent and understands better than anyone else the responsibilities of that role. He has done an outstanding job of managing the district's finances, ensuring that we have the resources that we need to provide an excellent education for students while being mindful of the community's fiscal constraints. While there were many enhancements that the leadership team would have liked to have seen in the FY20 budget, Jeff recommended a level-service budget because he understood the need to balance district needs with community needs. He also manages the day-to-day operations of the district smoothly. Unlike other districts, we don't have disruptive midyear budget freezes, and we are able to allocate our available funds to support the best interests of our students. Jeff has integrity and treats people fairly, and these qualities have enabled him oversee the district's human resources department effectively and to negotiate contracts successfully with the various unions. He has built the necessary relationships to get the job done.

I have tremendous respect for Jeff and am confident that he would do an admirable job of leading the district as the interim superintendent. I give him my highest recommendation.

Sincerely,

Peggy McElhinney
Director of Curriculum, Assessment, and Instruction

Knowledge • Responsibility • Respect • Excellence

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HAMILTON-WENHAM REGIONAL HIGH SCHOOL

775 Bay Road
Hamilton, MA 01982
Tel. 978-468-0400 ♦ Fax 978-468-0241

April 10, 2019

To Whom It May Concern:

This letter of recommendation is written on behalf of Jeff Sands as he applies for the position of Interim Superintendent of the Hamilton-Wenham Regional School District. I have known Jeff for his entire tenure at our district and have interacted with him frequently in my role as both the President of the Hamilton-Wenham Education Association and the 6-12 Science & Engineering Curriculum Leader.

It has been very obvious during his time as the Assistant Superintendent for Finance & Administration that Jeff is highly capable. He has taken a district that was in disarray in many ways and quickly and efficiently organized the operational logistics of our school system. This has been done in a professional and effective manner and with attention to detail. In fact, many of the actual day to day functions of a school district are under the direction of the Finance and Administration office. It is because of this that I feel Jeff would be more than capable of acting in an Interim Superintendent role. Quite candidly, it would provide us with the necessary stability that we desperately lacked the last time we found ourselves in a similar situation.

I would state with conviction that Jeff Sands has proven to be a fair and equitable administrator in his time at Hamilton-Wenham. I have had numerous dealings with Jeff through contractual, personnel and other situations. In each instance, Jeff has been professional in his dealings and able to reach solutions that were in the best interest of the district as well as equitable to both parties. In fact, we have not had a single grievance nor an issue that we have not been able to bring to resolution during his time at Hamilton-Wenham. This speaks volumes about the competency level of Jeff and his ability to work effectively with numerous people and district employees.

Quite honestly, there exists a lot of concern and apprehension among the district and the town over our current leadership change as it was simply a horrendous experience the last time we went through a similar situation. In order to maintain stability, we need competent and experienced people to keep Hamilton-Wenham on the right path. Furthermore, having specific, institutional history can be incredibly important. I recommend that Jeff Sands be given very serious consideration for the position of Interim Superintendent in order to maintain stability within our district at this critical moment of time.

Sincerely,

John Kotch

6-12 Science and Engineering Department Chairperson