



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

SCHOOL COMMITTEE MEETING

Buker Elementary School
Multi-Purpose Room

Wednesday, May 8, 2019

7:00 PM

1. Call to Order 7:00
2. Pledge of Allegiance
3. New Business
 - a. Interview Interim Superintendent Finalist-Herbert Levine @ 7:00-7:40 PM Exhibit A
 - b. Interview Interim Superintendent Finalist-Jeffrey Sands @ 7:50-8:30 PM Exhibit B
 - c. Interview Interim Superintendent Finalist-William McAlduff @ 8:40-9:20 PM Exhibit C
4. 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.

Herbert W. Levine, Ph.D.
14 Hamilton Road
Peabody MA 01960

April 16, 2019

Mr. Glenn Koocher, Executive Director
MASC
1 McKinley Square
Boston MA 02109

Dear Mr. Koocher:

Please accept this communication as an application for the position of "Interim Superintendent of Schools" for the Hamilton Wenham School District.

I have lead two North Shore communities with success and dignity, the most recent being the Peabody Public Schools as interim superintendent for four years, three consecutively. My philosophy for all of my career is simple and has served both me and the communities which I represented well: "Kids First." It is our primary directive to make the lives of kids better: academically, socially, physically and mentally.

I would encourage you if you are interested in my candidacy to speak with those in Peabody listed as my references, and I would be happy to forward references for my time in Salem if you wish me to do so,

I thank you for your time in reviewing my vitae and hope to be able to meet you as the process moves forward.

Sincerely,

Herbert W. Levine, Ph.D.

HERBERT W. LEVINE

14 Hamilton Road
 Peabody MA 01960
 (h) 978-535-3653
 (c) 978-836-6029
 hlevine47@yahoo.com

EDUCATION:

| | |
|----------|--|
| May 1996 | Doctor of Philosophy (Ph.D.) Curriculum, Instruction and School Management Boston College, Chestnut Hill, MA |
| May 1998 | Fellow in Educational Leadership and Advanced School Management Boston University-Leadership Academy |
| May 1977 | CAGS, Education Administration Boston State College, Boston MA |
| May 1973 | Masters Degree, Education Administration Boston State College, Boston MA |
| May 1969 | Bachelor of Science, History Boston State College, Boston MA |

PROFESSIONAL EXPERIENCE:

(Administration)

| | |
|-----------------------------|---|
| 2015-2018 | Interim Superintendent of Schools Peabody Public Schools Peabody MA |
| 2011-2012 | Interim Superintendent of Schools Peabody Public Schools Peabody MA 01960 |
| 2007-2008 | Interim Superintendent of Schools Blackstone-Millville Regional School District Blackstone MA |
| 2005-2007 | Special Assistant to the Lt. Governor and overall Coordinator of Recovery High Schools |
| 2006-Present (part time) | Director-Endicott College Sports Management Practicum Program |

| | |
|------------------------|---|
| 2004-Present | Executive Director-New England Association of School Superintendents |
| 1998-2005 (retired) | Superintendent of Schools Salem Public Schools Salem MA 01970 |
| 1995-1998 | Deputy Superintendent of Schools Wakefield Public Schools Wakefield MA |
| 1992-1995 | Principal Chelmsford High School Chelmsford MA |
| 1988-1992 | Principal Timberlane Regional High School Plaistow NH |
| 1977-1988 | Assistant Headmaster/Dean of Students South Boston High School Boston MA |
| 1971-1980 | Chair of English and Reading Boston State College Boston MA |
| 1972-1977 | Teacher/Supervisor Alternative High School Program Revere Public Schools Revere MA |

PROFESSIONAL EXPERIENCE:

(Instruction)

| | |
|---------------------|--|
| Spring 2004-Present | Professor-Social Context in American Schooling Endicott College Beverly MA |
| Fall 2001-Present | Professor-Urban and Suburban Legal Issues Salem State University Salem MA |

| | |
|-----------|---|
| 1973-1982 | Adjunct Associate Professor Boston State College Boston MA |
| 1969-1972 | Teacher of History and English, Grades 7-12 Revere Public Schools Revere MA |

CHAIRMANSHIPS/MEMBERSHIPS of COMMISSIONS/COMMITTEES:

| | |
|-----------|--|
| 2004-2005 | Creator and Chair: Salem Anti-Drug Task Force |
| 2004 | Member: MIAA (Mass Interscholastic Athletic Council) |
| 2003 | Chair: North Shore Consortium Board of Directors |
| 1998-1999 | Secretary: North Shore Superintendent's Roundtable |
| 1997 | Chair: Director of Special Education Search Committee Wakefield Public Schools |
| 1996 | Chair: Director of Curriculum and Instruction Search Committee Wakefield Public Schools |
| 1996 | Chair: Director of Athletics Search Committee Wakefield Public Schools |
| 1994-1995 | High School Rep: Time and Learning Commission: State Department of Education Department of Education: Vocational/Technical Education Commission Massachusetts Business Alliance for Education M.S.S.A.A.: Legislative Committee |
| 1993-1994 | Chair: Personnel Selection Committee Chelmsford Public Schools Chelmsford MA Chelmsford School Choice Committee Co-Chair: Chelmsford Redistricting Committee |

1991-1992 Chair: Director of Curriculum and Instruction Search
Committee
Timberlane Regional School District

SPECIAL PROJECTS:

2002 Created T.I.L.E. program (Teachers in Leadership Training) a local Consortium of the Beverly, Danvers and Salem Public Schools, in Partnership with Salem State College, which trained local teachers Through the college for a special Masters Degree in School Leadership. The 1st cohort graduated with over 50% of the 22 original students now serving as principals, assistant principals and/or directors in the field of specialty.

1993 Completed 50 hour course and certified as expert in the personnel Selection process for professional teaching and administrative staff.

1993-1995 Project Alliance
Completed High School Principal Training Forum on Safe Schools
For Gay and Lesbian Youth: An Interactive Training

Merrimack Education Center
Completed Professional Development on Preparing Students
For a Changing World

1985-1992 Consultant
Northeastern University
Boston MA

Administered preparation courses in a variety of programs, including:
Scholastic Aptitude Preparation, Law School Exam Preparation and
Business School Exam Preparation.

Jan 19-26 1991 Training course completed
Northeast Regional Center for Drug Free Schools and Communities
U. S. Department of Education

SPECIAL RECOGNITIONS:

Compass Award-No. Shore Med. Ctr.-Salem MA (2005)
The Compass Award recognizes an individual on the North

Shore who most contributed to the North Shore Community in a particular year.

Harry Agganis Massachusetts Citizenship Award (2006)

This award is given to an individual who most exemplifies the personal character traits demonstrated by Harry Agganis through his life.

Community Partner Award (2010)

This award was bestowed to me by the North Shore Consortium in recognition of the work done to establish the Recovery High Schools.

COMMUNITY INVOLVEMENT:

Earth Angel: complete ground transportation for Angel Flight patients and families.

| | |
|--------------|---|
| 2010-Present | Board of Directors-Citizens Inn/Haven From Hunger |
| 2008-Present | Executive Board Member-Peabody Lions Club |
| 1997-2000 | Executive Board Member-Peabody/Lynnfield Basketball Association |
| 1997-2000 | Executive Committee Director-Higgins Middle School Travel Program |
| 1996-2000 | Basketball Coach-Peabody Lynnfield Basketball Association |
| 1996-2000 | Major League Coordinator-Peabody Western Little League |
| 1992-1995 | Coach: Peabody Western Little League |

CERTIFICATIONS AND MEMBERSHIPS:

New Hampshire Experienced Educator-Principal Endorsement
Massachusetts Principal Certificate
Massachusetts Teacher Certificate
Massachusetts Occupational Education Superintendent/Director
Massachusetts Superintendent Certificate

PROFESSIONAL ORGANIZATIONS:

| | |
|-----------|--|
| 1991-1994 | Advisory Board-Harvard University Principal's Center |
| 1992 | Greater Haverhill Civil Rights Commission |
| | New Hampshire Association of School Principals |
| | Association for Supervision and Curriculum Development |
| | National Association of Secondary School Principals |
| | Merrimack Valley Principals Association |
| | Phi Delta Kappa-Harvard University |
| | American Association of School Administrators |
| | Massachusetts Association of School Superintendents |

REFERENCES:

Mayor Ted Bettencourt
City of Peabody - **978-538-5700**

Joe Amico
Peabody School Committee Member - **617-470-9438**

John Olimpio
Peabody School Committee Member - **978-618-3269**

Beverley Dunne
Peabody School Committee Member - **978-531-2427**

Brandi Carpenter
Peabody School Committee Member - **978-375-4054**

Marjorie Macarelli
Executive Assistant to Superintendent - **781-632-2771**

--Select Program Area--

News District/School Administration Educator Services Assessment/Accountability Family & Community

Inquiry - Activity Summary

ELAR Home • FAQ • Logout

Personal Information

†MEPID: **50944995**
 Name: **Herbert W Levine** SSN:
 Date of Birth: **October 1, 1947** Massachusetts License #: **123687**
 Gender: **MALE** Race/Ethnicity: **Not Reported**
 Address: **14 Hamilton Road, Peabody, MA, 01960, USA**
 Telephone Number: Email:

☐ I prefer that the Department of Elementary and Secondary Education communicate with me via email (unless a physical document is legally required)

The Department of Elementary and Secondary Education strongly encourages you to provide and communicate to us via email so that we can enhance our service to you. Please verify that your email address is correct.

† A MEPID or Massachusetts Education Personnel ID is a unique identifier assigned to all educators and to school district staff in Massachusetts. MEPIDs were developed as part of the Education Personnel Information Management System (EPIMS) and enable the collection of educator and staff data at the individual level from school districts to the Department. For more information on MEPIDs and EPIMS, visit the EPIMS homepage on the ESE website.

Education

| Country | State/Province | College/ University/ Institution | Major | Degree/Diploma Earned/Expected | Month/Year Earned |
|--------------------------|----------------|----------------------------------|-----------|--------------------------------|-------------------|
| United States of America | Massachusetts | Boston College | Education | Doctoral | 12 / 1996 |

License Action

For additional information about educator conduct, including how the action may affect the educator's eligibility for employment, please [Click Here](#)

Note to School Districts: License Action table has data starting from 1/1/2007. Before making employment decisions based on this data, particularly data that indicates a status of revoked, denied, limited or suspended, please confirm its accuracy.

For current license status, please see the Activity History table at the bottom of the screen. If you notice any inaccuracy, please contact the Department immediately by sending an email to educatorconduct@doe.mass.edu.

****Note: Appropriate date on file.**

| Application Type | Activity | Credential | Date Applied | Date Issued | Status | Date of Action |
|------------------|----------|------------|--------------|-------------|--------|----------------|
| None found. | | | | | | |

Activity History

Note to School Districts: Before making employment decisions based on this data, particularly data that indicates a status of revoked, denied, limited or suspended, please confirm its accuracy. If you notice any inaccuracy, please contact the Department immediately by sending an email to educatorconduct@doe.mass.edu.

****Note: Appropriate date on file.**

| Application Type | Activity | Credential | Date Applied | Date Issued | Status | Renewal/Expiration Date |
|------------------|----------|---------------------|--------------|-------------|--------|-------------------------|
| | | Principal/Assistant | November | November | | |



BOSTON COLLEGE

CHESTNUT HILL, MASSACHUSETTS 02167

ACADEMIC RECORD

| | | | |
|---|--|--|-----------------|
| NAME HERBERT LEVINE | | STUDENT NO. 027367014 | SCHOOL ATTENDED |
| ADDRESS ON ADMITTANCE 14 HAMILTON ROAD W PEABODY MA 01960 | | ADMITTED TO GRADUATE ARTS & SCIENCES | |
| DEGREE CONFERRED AND DATE PHD DECEMBER 30, 1996 | | CONCENTRATION DE/CURR INSTR&ADMIN | |
| COURSE NO. | | TITLE | CREDIT GRADE |

SUMMER SEMESTER 1991 G A&S
ED657 PRO SEMINAR 3 P

FIRST SEMESTER 1991-1992 G A&S
ED653 PERS ASPECTS/SCHL ADMIN 3 P
ED755 ADMIN THEORY/LEADERSHIP I 3 A

SECOND SEMESTER 1991-1992 G A&S
ED953 ADV SEMINAR/SUPERVISION 3 A-
ED956 LEGAL ASPECTS/ED ADMIN II 3 A

SUMMER SEMESTER 1992 GA&S
ED519 MULTICULT/DIVERS/SPEC ED 3 A-
ED720 CURR THEORY & PHILOS 3 A

FIRST SEMESTER 1992-1993 GA&S
ED468 STATISTICS I 3 B
ED853 SCHOOL BUSINESS MGMT 3 A

SECOND SEMESTER 1992-1993 GA&S
ED761 MODELS/SCHOOL EVAL 3 A
ED469 INTERMEDIATE STATISTICS 3 A

SUMMER SEMESTER 1993 GA&S
ED550 MGMT USE/COMPUTERS IN ED 3 B+
ED952 SEM/PROBS/SCHOOL ADMIN 3 P

FIRST SEMESTER 1993-1994 GA&S
ED530 FOUNDATIONS OF EDUCATION 3 A
ED829 DESIGN OF RESEARCH 3 B+

SECOND SEMESTER 1993-1994 GA&S
ED656 ADMIN/LOCAL SCHOOL SYSTEM 3 A
ED750 PRAC/ED ADMIN & SUPERV 3 A

SUMMER SEMESTER 1994 GSOE
ED659 PROGRAM REV/COMPREHENSIVES 1 A-

The Graduate School of Education became
a separate entity from the Graduate
School of Arts and Sciences on
June 1, 1994

FIRST SEMESTER 1994-1995 GSOE
ED950 DISS SEM: CIA 3 A

SECOND SEMESTER 1994-1995 GSOE
ED988 DISSERTATION DIRECTION 3 A

FIRST SEMESTER 1995-1996 GSOE
ED999 DOCTORAL CONTINUATION 0

SECOND SEMESTER 1995-1996 GSOE
ED999 DOCTORAL CONTINUATION 0

10 96 LEVINE, HERBERT W

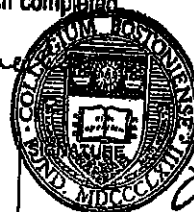
027367014

This student has completed a State ICC and NASOTEC approved
program in Superintendent and is institutionally
recommended for certification in the area (s) indicated

Carey Bellin
Certification Officer

NCATE approved institution and
program. Student practicum completed
in grade

all level



Spivey Spivey
UNIVERSITY REGISTRAR

DATE

Official Transcript And Sealed

02 00 LEVINE, HERBERT W

027367014

MARKS

DOCTORAL COMPREHENSIVE EXAM: PASS: 07/14/94

DISSERTATION TITLE: ATTITUDINAL CHANGE TOWARD MERIT PAY OVER TIME

PERMANENT RECORD CARD

BOSTON STATE COLLEGE
625 Huntington Avenue
Boston, Mass. 02111
Founded 1863

NAME LEVINE HERBERT W 2 OF 2
I.D. NUMBER 1460766 BS
DATE OF BIRTH 10/01/47

☐ Undergraduate
☒ GRADUATE
☐ Special

| Course Title | Gr | SH | Gr No. | Course Title | Gr | SH | Gr No. |
|---|---------|-----|--------|----------------------------------|---------|----------|--------|
| SUMMER II 1976 | 1460766 | BS | | SPRING 78 | 1460766 | BS | |
| S9245 SUPPLY IN SEC SCHOOL | 4.0 | 3.0 | | W8963 OCCUPATIONAL INFORMATION | 4.0 | 3.0 | |
| FALL 1976 | 1460766 | BS | | W9347 SEM I A & VOC ED LABS | 4.0 | 3.0 | |
| F9315 LEADERSHIP IN SCH ADMIN | 4.0 | 3.0 | | FALL 1979 | 1460766 | BS | |
| F9334 SECONDARY SCHL PRINCIPAL | 4.0 | 3.0 | | F8967 ADMIN & SUPRV OF OCC ED | 3.0 | 3.0 | |
| F9558 PSYCH SUBN & UNAD CHILDO | 3.0 | 3.0 | | F9274 SOC CUL INFL/CAREER OCC ED | 4.0 | 3.0 | |
| F9337 MODERN CURR PLANNING | 4.0 | 3.0 | | SUMMER I 1980 | 1460766 | BS | |
| SPRING 1977 | 1460766 | BS | | S8962 LAWS RELATING TO VOC ED | 4.0 | 3.0 | |
| W9079 VALUES CLARIFICATION I | 3.0 | 3.0 | | S8963 OCCUPATIONAL INFORMATION | 4.0 | 3.0 | |
| W9311 COLL BARG ADMIN & TEACH | 3.5 | 3.0 | | S8967 ADMIN & SUPRV OF UCC ED | 4.0 | 3.0 | |
| W9335 MAINSTREAMING & SCH ADMIN | 4.0 | 3.0 | | SUMMER II 1980 | 1460766 | BS | |
| SUMMER I 1977 | 1460766 | BS | | S8964 ADV METH TEACH OCC ED | 4.0 | 3.0 | |
| S9327 SEM IN INT GRD PERS REL | 3.5 | 3.0 | | LEVINE | | | |
| SUMMER II 1977 | 1460766 | BS | | HERBERT | W | 10/01/47 | |
| S9314 ROLE OF SCH COMM URB EDUC | 4.0 | 3.0 | | | | | |
| DEGREE REQUIREMENTS COMPLETED | | | | | | | |
| CERTIFICATE OF ADVANCED GRADUATE STUDY | | | | | | | |
| AUGUST 4, 1977 | | | | | | | |
| CONCENTRATION: EDUCATIONAL ADMINISTRATION | | | | | | | |
| DEGREE CONFERRED: JUNE 10, 1978 | | | | | | | |

OFFICIAL TRANSCRIPT
ISSUED TO STUDENT IN
SEALED ENVELOPE

DATE OF ADMITTANCE
PREVIOUS DEGREE
COMPREHENSIVE
SPECIAL ADMIT

3.75. 54. 204.00

00345

625 Huntington Avenue

BOSTON STATE COLLEGE
Founded 1863

Boston, Mass. 02115

TRANSCRIPT OF HERBERT WARD LEVINE

Student Number 51053Home Address 60 HOPKINS STREET - REVERE, MASSACHUSETTSDate of Birth OCTOBER 1, 1947 Place of Birth WINTHROP, MASSACHUSETTSDate of Admittance SEPTEMBER, 1970

| Cat. No. | Course Title | Gr. | S.H. | Cat. No. | Course Title | Gr. | S.H. |
|--------------------------------------|--------------------------|-----|------|----------|--------------|-----|------|
| UNDERGRADUATE RECORD | | | | | | | |
| BACHELOR OF SCIENCE IN EDUCATION | | | | | | | |
| BOSTON STATE COLLEGE | | | | | | | |
| JUNE 1970 | | | | | | | |
| GRADUATE RECORD | | | | | | | |
| FALL 1970 | | | | | | | |
| 8400 | PRIN OF GUID | A | 3 | | | | |
| | SPRING 1971 | | | | | | |
| 9307 | SUPERVIS MOD SCHOOL | B | 3 | | | | |
| | FALL 1971 | | | | | | |
| 9400 | COUNSELING THRY & PRACT | 4.0 | 3 | | | | |
| | SPRING 1972 | | | | | | |
| 8164 | IMPROVING RDG IN SEC SCH | 4.0 | 3 | | | | |
| | FALL 1972 | | | | | | |
| 9000 | RESEARCH & EVALUATION | 3.5 | 3 | | | | |
| 9308 | CASE METHOD STUDY ADMIN | 3.5 | 3 | | | | |
| TRANS | SALEM STATE COLLEGE | | 3 | | | | |
| | ADM GUID & PUP PERS SERV | B+ | | | | | |
| | SPRING 1973 | | | | | | |
| 9001 | ADV PHIL FOUND ED | 3.5 | 3 | | | | |
| 9002 | ADV PSYCH FOUND ED | 4.0 | 3 | | | | |
| | SUMMER 1973 | | | | | | |
| 9500 | SCHOOL ADMINISTRATION | 3.5 | 3 | | | | |
| 9305 | MASS SCHOOL LAW | 3.5 | 3 | | | | |
| COMPREHENSIVE EXAM-PASSED-APRIL 1973 | | | | | | | |
| MASTER OF EDUCATION | | | | | | | |
| CONCENTRATION: SCHOOL ADMINISTRATION | | | | | | | |
| AWARDED: AUGUST 17, 1973 | | | | | | | |

OFFICIAL TRANSCRIPT
ISSUED TO STUDENT IN
SEALED ENVELOPE

GRADE KEY: 4.0, 3.5, 3.0, 2.5, 2.0, 1.5, 1.0, 0.0 (4.0 is the highest grade; 1.0 is the lowest passing grade for undergraduate students; 0.0 is the lowest passing grade for graduate students) P-Passed (in Pass/Fail courses), INC-Incomplete, WP-Withdrawn failing, WP-Withdrawn failing, AUD-Audit; *course repeated, 1-credit not granted.

Student is entitled to honorable dismissal unless otherwise indicated.

April 17, 2019

Ms. Ann-Marie Martin
One McKinley Square
Boston, MA 02109

Dear Ms. Martin,

Please consider this letter as a recommendation for Dr. Herbert Levine for employment for the position of Interim Superintendent for the Hamilton-Wenham school district. It is my pleasure to inform you about the person and employee that you are considering for this vital role in your school department.

As an educator for over nineteen years in an urban district (Revere Public Schools), and as an elected official to the Peabody School Committee over the last four years, I have no reservations recommending Dr. Levine to you for this important role. Dr. Levine is a leader and a team player all in one.

As a school committee member, I witnessed Dr. Levine consider students first when making decisions. He treated employees, staff, and the community of Peabody with the outmost respect. He has tremendous communication skills, that have come from over 40 years in his work at all levels of education. His ability to solve problems and help people is unmatched!

Dr. Levine will bring experience, intelligence, and fairness to your already successful school district.

Please feel free to contact me with any questions.

Sincerely,

Joseph Amico

Joseph Amico
617-470-9438
Joeamico12@gmail.com

To whom it may concern,

It is my pleasure to be writing this letter of recommendation for Dr Herbert Levine. I have known Dr Levine for over 10 years. Dr Levine served as the interim superintendent for Peabody public schools for several years over two different time periods. During both of those time periods I had the pleasure of working with Herb in all aspects of leading our district. Herb was instrumental in building a solid budget each year that he was with us. He was also able to smoothly handle and negotiate with the school committee in all union negotiations. His years of experience in both aspects made working with him a pleasure, as well as a valuable asset to our district as well as our community. In addition to Herbs vast knowledge and experience in education and leading a district, he has wonderful people skills that have shined through time after time in dealing with the many sensitive issues that can arise for children and families, as well as staff. Herb has always made well thought and fair decisions in regards to our kids and district. He is also a great communicator as he would always keep the school committee apprised of all issues pertaining to our district, as well as sensitive and budgetary matters.

It is with great confidence that I would recommend Dr Levine to lead your school district. If you need any further information please feel free to contact me at any time.

Regards,
Brandi Carpenter
Peabody School Committee Member
Carpenter-b@comcast.net
978-375-4054

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

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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 |
|----------|--------------|----------|-------|
|----------|--------------|----------|-------|

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 | | | |
| MG 635 | Negotiating | 3.00 3.7 | 11.10 |
| ***** CONTINUED ON NEXT COLUMN ***** | | | |

| SUBJ NO. | COURSE TITLE | CRED GRD | PTS R |
|----------|--------------|----------|-------|
|----------|--------------|----------|-------|

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 II | 2.00 | W | cum | 60.00 | 60.00 | 0.00 | 60.00 | 187.50 | 3.325 | | | |
| 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

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STUDENT**

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North Andover, Massachusetts 01845



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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

William H. McAlduff, Jr.
10 Ross Road
Lexington, MA 02421
(781) 862-9558 (h)
(781) 507-1614 (c)
wmcalduff@comcast.net

April 17, 2019

Mr. Glenn Koocher, MASC

Re: Interim Superintendent of the Hamilton-Wenham Regional School District

Dear Members of the Hamilton-Wenham Regional School Committee,

I am pleased to submit this letter as an indication of my enthusiastic interest in the position of Interim Superintendent of Schools for the Hamilton-Wenham Regional School District. I believe that my twenty-one years as a successful Superintendent and Interim Superintendent of Schools in five Massachusetts school districts, along with my other professional school experiences, make me an excellent candidate for this position.

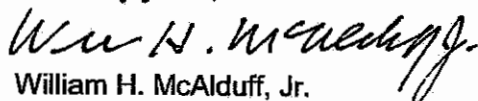
During the past four out of five school years I have very much enjoyed the opportunity to serve as an Interim Superintendent. My skills in the area of organization, collaboration and problem solving, along with a strong work ethic have allowed me to bring added value to the Winchester, the Dover-Sherborn Regional and the Acton-Boxborough Regional school districts while serving in the Interim Superintendent role. Prior to that, I served as Superintendent of Schools for 17 years for the Winchester, Wilmington and King Philip Regional school districts.

It is critical that the Interim Superintendent be well versed, knowledgeable and experienced in order to be able to provide positive, constructive and effective leadership in transitioning the school district as it progresses through the process of bringing on board a permanent Superintendent of Schools. I will bring those skill sets and more to the Hamilton-Wenham Regional School District if chosen as the Interim Superintendent.

Over the course of my thirty-eight year educational career I have had the privilege of working alongside inspirational and dedicated students, staff, school committee members and parents every where I worked. There were of course many major educational accomplishments including developing strategic plans, improving curriculum, implementing new programs, hiring transformational leaders, developing strong municipal-school collaboration, and building new schools among others. However, through all of those experiences and accomplishments I never really saw them as mine but rather as ours.

I look forward to hearing from you in order to discuss my candidacy in further detail.

Sincerely yours,


William H. McAlduff, Jr.

William H. McAlduff, Jr.
10 Ross Road
Lexington, MA 02421
 (781) 507-1614
wmcaiduff@comcast.net

RESUME

EDUCATION:

Boston College:

- Completed all requirements (60 credits) of the Professional School Administrators Doctoral Program with the exception of the Doctoral Dissertation

Montana State University:

- Master of Science Degree

University of Vermont:

- Bachelor of Science Degree

PROFESSIONAL EXPERIENCE:

Acton-Boxborough Regional School District: (2017 – 2018)

- Interim Superintendent of Schools

Public Schools of Dover and Sherborn: (2015 – 2017)

- Interim Superintendent of Schools

Winchester Public Schools: (2014 – 2015)

- Interim Superintendent of Schools

Winchester Public Schools: (2007 – 2014)

- Superintendent of Schools

Wilmington Public Schools: (2003-2007)

- Superintendent of Schools

King Philip Regional School District

- (Norfolk, Plainville, Wrentham): (1997 – 2003)
- Superintendent of Schools

Revere Public Schools: (1991 – 1997)

- High School Principal

Lynnfield Public Schools: (1986 – 1991)

- High School Principal
- High School Assistant Principal

Lexington Public Schools: (1980 – 1986)

- High School Housemaster
- High School Science Teacher
- Junior High School Science Teacher

LICENSURE:

- Massachusetts State Professional License:
Superintendent/Assistant Superintendent

REFERENCES:

- Tom Scott, Executive Director
Massachusetts Association of School Superintendents
(c) 617-835-6990
- Mary Brolin, Member (Former Chairperson)
Acton-Boxborough Regional School Committee
- Clare Graham, Chairperson
Dover-Sherborn Regional School Committee
(c) 508-954-3657
- Adrian Hill, Chairperson
Dover School Committee
(c) 617-512-2287
- Cindy Bohne, Member (Former Chair)
Winchester School Committee
(c) 301-802-6949
- Additional References available upon request

*Massachusetts Department of
Elementary & Secondary Education*

UNOFFICIAL LICENSE INFORMATION

William McAlduff
10 Ross Road
Lexington, MA 02421

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: William H McAlduff

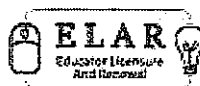
License #: ****246602

MEPID: 50322487

Original Certification Date: 11/14/1980

| FIELD(LEVEL) | CATEGORY | APPLICATION TYPE | ISSUE DATE | EXPIRATION DATE |
|---|----------|------------------|------------|-----------------|
| Social Studies (7-12) | ACADEMIC | Professional | 11/14/80 | 06/17/99 |
| General Science (7-12) | ACADEMIC | Professional | 11/14/80 | 06/17/99 |
| Special Subject Teacher - Health and Physical Ed (K-12) | ACADEMIC | Professional | 11/14/80 | 06/17/99 |
| Supervisor - Hlth & Ph Ed (K-12) | ACADEMIC | Professional | 11/14/80 | 06/17/99 |
| Principal/Assistant Principal (7-12) | ACADEMIC | Professional | 11/14/80 | 06/17/99 |
| *Superintendent/Assistant Superintendent (All Levels) | ACADEMIC | Professional | 04/25/03 | 05/14/23 |
| * Primary Area | | | | |

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**



BOSTON COLLEGE

CHESTNUT HILL, MASSACHUSETTS 02167

EXHIBIT C ACADEMIC RECORD

| | | | | |
|--|-------|--|--|----------------------------------|
| NAME WILLIAM H MCALDUFF | | STUDENT NO. 019464533 | SCHOOL ATTENDED MONTANA STATE UNIVERSITY | |
| ADDRESS ON ADMITTANCE 18 SO RINDGE AVE LEXINGTON MA 02173 | | | ADMITTED TO GRADUATE ARTS & SCIENCES | |
| DEGREE CONFERRED AND DATE | | CONCENTRATION PHD/CURR, INSTREAD | | DATE OF BIRTH 04/13/56 |
| COURSE NO. | TITLE | CREDIT GRADE | COURSE NO. | TITLE |
| SUMMER SEMESTER 1988 ED657 PRO SEMINAR G A&S 3 P | | | SUMMER SEMESTER 1991 G A&S ED659 PROGRAM REV/COMPREHENSIVES 3 P | |
| FIRST SEMESTER 1988-1989 G A&S ED653 PERS ASPECTS/SCHL ADMIN 3 P ED953 SUPERVISION II/PSAP 3 A- | | | FIRST SEMESTER 1991-1992 G A&S ED951 DISS SEM:CIA II 0 I | |
| SECOND SEMESTER 1988-1989 G A&S ED956 LEGAL ASPECTS/ED ADMIN II 3 A- ED852 ADMIN COMMUNICATION 3 B- | | | SECOND SEMESTER 1991-1992 G A&S ED750 PRAC/ED ADMIN & SUPERV 3 A ED988 DISSERTATION DIRECTION 0 I | |
| SUMMER SEMESTER 1989 G A&S ED720 CURRICULUM THEORY 3 A ED853 SCHOOL BUSINESS MGMT 3 B+ | | | <p>The Graduate School of Education became a separate entity from the Graduate School of Arts and Sciences on June 1, 1994</p> | |
| FIRST SEMESTER 1989-1990 G A&S ED421 THEORIES OF INSTRUCTION 3 B ED755 ADMIN THEORY/LEADERSHIP I 3 B+ | | | | |
| SECOND SEMESTER 1989-1990 G A&S ED468 STATISTICS I 3 B- ED550 MGMT USE/COMPUTERS IN ED 3 B | | | | |
| SUMMER SEMESTER 1990 G A&S ED469 INTERMEDIATE STATISTICS 3 B+ ED952 SEM/PROBS/SCHOOL ADMIN 3 P | | | | |
| FIRST SEMESTER 1990-1991 ED761 MODELS/SCHOOL EVAL 3 A- ED829 DESIGN OF RESEARCH 3 C | | | | |
| SECOND SEMESTER 1990-1991 G A&S ED656 ADMIN/LOCAL SCHOOL SYSTEM 3 P | | | | |
| 02 00 MCALDUFF, WILLIAM H | | 019464533 | This student has completed a State ICC and NASDTEC approved program in <u>Superintendent</u> and is institutionally recommended for certification in the area (s) indicated <i>Carole Pelletti</i> Certification Officer <i>adv. prov.</i> | |
| NCATE approved institution and program. Student practicum completed in grade. <i>att</i> | | | UNIVERSITY REGISTRAR DATE MAR 24 2014 Official Transcript When Signed And Sealed | |
| REMARKS DOCTORAL COMPREHENSIVE EXAM: PASS: 7/12/91 | | | | |

July 27, 2017

Dear members of the Acton Boxborough Interim Superintendent Search Team,

It is with enthusiasm and a true appreciation for the achievements of Bill McAlduff as Interim Superintendent for the Dover and Sherborn school districts that I recommend him to you.

In March 2015 I led the Dover-Sherborn School Committee Transitional Leader Search Team to find and select for consideration an Interim Superintendent. The desired candidate was someone who would fit the needs of the district at that time. Those needs were described as:

- A focus on team over self
- An ability to build trust through clear communications and expectations
- Experience to create a commonly owned plan for success.

Mr. McAlduff not only met our stated needs, he worked with all members of our educational community (administration, staff, students, parents and residents) to come to a cohesive understanding of the three districts needs, created an educational environment that continued to support students using best practices and at the same time assisted the school committees by “getting our house in order” to attract exceptional Superintendent candidates. Mr. McAlduff worked with us for two years as we continued our search and since January this year he has worked with our appointed Superintendent to ensure a smooth transition for the districts.

We were not static in Mr. McAlduff’s time with us. Hired for a one year term that turned into two years, this period of time included a healthcare provider change by one of the three legal entities that make up the districts, a new teachers’ contract was agreed using traditional bargaining for the first time in over 20 years, operating and capital budgets were passed by two towns –this year’s operating budgets at the region passed without comment at town meeting, certainly a first for us. As you probably know, nothing is easy or simple in a regional school district and Mr. McAlduff was able to calmly and wisely walk school committees and members through these and other issues.

The breadth and depth of Mr. McAlduff’s experience meant that the many daily and often unexpected challenges faced by the districts were challenges or issues he had the expertise to advise us on or to manage as the Superintendent. Listening to his team, staff, students, community members or school committee members Mr. McAlduff would craft a solution or response that addressed a situation in a manner that held true to the collaborative nature and high expectations of what it means to be “Dover-Sherborn”.

Collaborative, creatively thoughtful and transparent are three descriptive adjectives that come to mind to describe Mr. McAlduff as our Interim Superintendent. I would be happy to talk further by phone if additional information or examples are needed.

Clare Graham

Dover-Sherborn Regional School Committee Chair

Dover-Sherborn School Committee Negotiation Team Chair

508-954-3657

claregraham.rsc@gmail.com

Cindy Bohne
6 Berkshire Drive - Winchester, MA 01890

July 26, 2017

Amy Krishnamurthy, School Committee, Chair
Acton-Boxborough Regional School District
16 Charter Road
Acton, Massachusetts 01720

Dear Ms. Krishnamurthy,

It is a pleasure to recommend Bill McAlduff for the Interim Superintendent position in Acton-Boxborough. I had the good fortune of working with Bill for eight years - both on Winchester's School Committee and the Educational Facilities Planning and Building Committee (EFPBC). I served as Chair in his last year in Winchester.

I have found Bill to be collaborative in his approach and a voice of reason with municipal and school leadership. When he arrived, Winchester's school budget was in the red and all confidence had been lost in school leadership. In a few short years, Bill's attitude and approach made it possible for us to regain credibility among our biggest critics. His political acumen and dedication were also the single most important factors in our successfully passing a \$130 million override to rebuild our high school in 2013.

He has demonstrated skillful and professional competencies with the budget, school building projects, and personnel. During his tenure, he expanded and built a powerhouse central office team who continue to sing his praises as a leader and colleague. He empowers his leadership team to take risks and make decisions that are in the best interest of our students. I always looked to him for thoughtful guidance, during our time on the EFPBC as we managed several school building projects.

Most refreshing is how Bill manages with the upmost integrity. School committees and superintendents can have differences of opinions, but I, and all of my colleagues, always trusted Bill to listen for understanding and to do the right thing. He honorably served this community, our students and the staff as a partner in making Winchester schools exceptional.

Please do not hesitate to call, if I can offer any additional information or insights on his candidacy. I can be reached by cell, 301-802-6949. Best regards and wishes on this important decision.

Respectfully,



Cindy Bohne
Winchester School Committee - Chair, 2015-16; Member 2011-Present

Reference: Bill McAlduff as Interim Superintendent of the Public Schools of Dover and Sherborn

Bill McAlduff worked for two years as Interim Superintendent of Schools for Dover and Sherborn and I served as the Chair of the Dover School Committee for the second of those two years, having been a regular School Committee member for that first year.

I would like to register with you my wholehearted and full-throated endorsement of Bill's ability to work as a Superintendent of Schools. At a time, when our towns were keen to find a steady and experienced hand on the tiller of your ambitious and dual-districted ship, Bill was able, very quickly, to bring a very reassuring manner and considerable experience to the role.

A school district with two towns brings the challenge of having to form relationships and allies amongst Town Officials and Town Finance committee members across both the communities. Bill gained the respect and appreciation amongst this constituency very quickly, such that, at the end of the two years, I was struck by how often and how heartfelt the Town Officials, Selectmen and Finance Committee Members thanked Bill unpromptedly for his work and bridge-building. In our towns, this happens only when someone is constantly seen as a source of solutions rather as a source of problems. Bill resolved issues rather than created issues, he dissipated tension rather than adding to it, and he constantly was able to see the other side of a situation, which mostly led to it being resolved far more swiftly had it been another person at the helm, I believe. Community-deepening is one of Bill's many strengths.

The years of Bill's experience in the role are a matter of record. The ways in which that experience manifested itself on a daily basis is not, however. The fact that, whatever the issue – be it a parent concern, the large campaign for support for classroom air conditioning for 36 classrooms, protocol for an upcoming School Committee meeting, the hire of a superb new Assistant Superintendent, an unpleasant press enquiry, a review of a delicate policy matter to keep up to date with the latest guidelines, or the celebration of excellence in one area of the school district - Bill repeatedly showed an admirable capacity for choosing the right thing to do and communicating it the most genuine and respectful way. If there was a hard message to be give, he would do it fairly, after pausing to reflect, and yet firmly. If there was a celebratory occasion to mark, he did it with evident joy mixed with reassuring gravitas. Time after time, he made me grateful that he was in charge. Again, please accept my very positive reference.

Please do not hesitate to contact me if you have any more questions.

A handwritten signature in black ink, appearing to read 'AH', with a long horizontal flourish extending to the right.

Adrian Hill ahill@lotusridge.com cell 6175122287