



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**Interview Schedule on the 30th**

---

**randallcollins@mac.com** <randallcollins@mac.com>

Tue, Mar 21, 2017 at 10:47 AM

To: strach@sch.ci.lexington.ma.us, mczajkowski@sch.ci.lexington.ma.us

9:15 AM	-	Reza Namin
10:15 AM	-	Charles Schlegel
11:30 AM	-	Liza Mobley
1:00 PM	-	John Murray
2:00 PM	-	Peter Badalament
3:00 PM	-	Robert Shaw

Sent from my iPad

**LEXINGTON HIGH SCHOOL  
Principal Interview  
March 30, 2017**

**Writing Prompt**

**You have 45 minutes to respond in writing to the question below. Please save your writing on the desktop, under your own name.**

---

Describe the process you would go through, if you wanted to make changes to the Lexington High School schedule.



# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

Mary Czajkowski, Ed.D.  
Superintendent of Schools

(781) 861-2580, ext. 68040  
email: [mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

## LEXINGTON HIGH SCHOOL PRINCIPAL SEARCH INTERVIEW SCHEDULE

UPPER LEVEL CONFERENCE ROOM, CENTRAL OFFICE  
MARCH 30, 2017

- 9:00-9:15 Committee convenes/prepares. Morning coffee/food (provided).
- 9:15-10:00: **CHARLES SCHLEGEL**
- 10:00-10:15 Debrief on Candidate 1
- 10:15-11:00: **REZA NAMIN**
- 11:00-11:15 Debrief on Candidate 2
- 11:15-11:30 Break
- 11:30-12:15 **LISA MOBLEY**
- 12:15-12:30 Debrief
- 12:30-1:00 Working lunch (provided). Afternoon coffee/food (provided).
- 1:00-1:45 **JOHN MURRAY**
- 1:45-2:00 Debrief on Candidate 4
- 2:00-2:45 **PETER BADALAMENT**
- 2:45-3:00 Debrief on Candidate 5
- 3:00-3:45 **ROBERT SHAW**
- 3:45-4:00 Debrief on Candidate 6
- 4:00-6:00 Dinner (provided)/discussion. Next steps.

### Additional

- ✓ HYA will greet and exit the candidates
- ✓ Sandy Trach will facilitate
- ✓ There will be no formal introduction of the search committee members
- ✓ Caitlin Ahern will facilitate the writing prompt in a separate office after each interview

## Remaining Interview Timetable

Thursday, March 30, 2017, 9:00 am - 6:00 pm Upper Level Conference Room/Central Office	<ul style="list-style-type: none"> <li>• Dr. Czajkowski and LHS Principal Search Committee interview the candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski &amp; LHS Principal Search Committee</li> </ul>
Tuesday, April 4, 2017, times to be announced, held in Guidance Conference Room 154	<ul style="list-style-type: none"> <li>• Candidates' Site Visit to LHS</li> <li>• Public interview of final candidates – Science Lecture Hall at LHS. Tentatively 6:00-9:00 pm (times to be confirmed once the number of finalists are established). Lex Media will film. Those seeking to submit a public question are asked to arrive before 6:00 p.m.</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski</li> <li>• LHS Principal Search Committee</li> <li>• LHS teachers and staff</li> <li>• Andrew Baker, LEA President</li> <li>• LHS administration</li> <li>• LHS Student Senate and LHS students</li> <li>• Parents and Community</li> </ul>
Thursday, April 6, 2017	<ul style="list-style-type: none"> <li>• Final candidate selection</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski</li> </ul>
Friday, April 7, 2017 Monday, April 10, 2017	<ul style="list-style-type: none"> <li>• Site visits to candidate's district. Search committee members who are interested in visiting the candidate's district are asked to let Sandy know by Monday, April 3.</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski and Site Visit Team</li> </ul>
Following April 10, 2017	<ul style="list-style-type: none"> <li>• Contract contingent on background check, reference checks, salary negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski</li> </ul>



## **HYA Executive Search**

Hazard, Young, Attea & Associates

### **LEXINGTON HIGH SCHOOL PRINCIPAL INTERVIEW QUESTIONS**

**Revised 03.28.17**

1. **MONIQUE HOLLEY**: I have a two-part question.

- First: Based on your background and experience, why are you ready to be principal of Lexington High School?
- What are your core values and how do these inform your leadership?

2. **JEN TURNER**:

- If you were selected as the next principal of LHS, what would your first 90 days look like, and what priorities would you set thereafter?

3. **MISA SADIN**:

- Describe how you are a principal who connects with students, and engages in the student experience.

4. **ALEX LONARDO**: I have a two-part question.

- First: What does good teaching look like?
- How do you help teachers grow and develop, and how do you help teachers who are struggling?

5. **RASHEED ANDERSON**:

- Describe a time when you needed to implement a philosophical, cultural or institutional change in your building. What was your approach and what was the result?

6. **JON HARPER**:

- Share an example of a difficult conversation you had with a colleague. What was the issue, how did you have the conversation and what was the outcome?

7. **SUSIE LEE-SNELL**: I have a two-part question.

- First: Lexington High School has a very high Asian student population. Tell us about any experiences you've had working with a diverse group of students.
- What are the positives and challenges of working with a culturally diverse student body, and how would you create unity within a diverse community?

8. **JEN VOGELZANG:**

- How would you strengthen and unify a community when there are varying values and beliefs on success and how to be successful?
- 

9. **CAROL MILLARD:** I have a two-part question.

- First, how would you lead a differentiated group of learners with a wide range of learning styles and special education needs?
- One of the strengths of Lexington Public Schools is that our special education programs maximize student integration at every point on the continuum. What is your experience with integrating special education students with the neuro-typical general education population at the high school level?

10. **MARTHA QUEENIN:**

- Describe a time when you had to lead with courage.

11. **ROB COLLINS:**

- We invite you to make a closing statement about why we should select you as principal of Lexington High School, and ask us a question.

**Lexington High School  
LHS Principal Search Committee  
Draft Public Interview Questions for April 4, 2017  
[v. March 28, 2017]**

1. "What is your vision for the use of technology in the classroom?" or "What role to do see technology playing in the education of our students?"
2. What is your view on the METCO program?
  - a. Provide some examples on how you would engage the METCO students and parents.
  - b. What are some strategies you would use to continue strengthening the integration of METCO students at the high school?
3. How have you coped with the issue of student stress in your current school?
  - a. What ideas would you bring to Lexington High School to help reduce stress for students and foster their social-emotional development?
4. Retaining high quality teachers is critical in maintaining an excellent school system. What have you done in your experience to address the retention of highly skilled teachers?
5. Describe your experience with experiential learning for students, and how you would integrate students with special needs.
6. How would you support students whose learning style differs from the traditional classroom model, and as a result find themselves not meeting their academic potential and not qualifying for special education?
7. Enrollment is growing and space is limited. Aside from adding additional space, what other options would you explore? What information would you need, and how would you obtain it?

Questions from the public

**LEXINGTON HIGH SCHOOL PRINCIPAL  
CANDIDATE FEEDBACK SHEET**

**CANDIDATE'S NAME:** \_\_\_\_\_

**INTERVIEW COMMITTEE MEMBER'S NAME:** \_\_\_\_\_

**MARCH 30, 2017**

---

**WHAT STRENGTHS WOULD THIS  
CANDIDATE BRING TO THE  
LHS PRINCIPALSHIP?**

**WHAT QUESTIONS OR CONCERNS  
DO YOU HAVE  
ABOUT THIS CANDIDATE FOR  
LHS PRINCIPALSHIP?**





Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

## LHS Principal Search Materials

---

strach@sch.ci.lexington.ma.us <strach@sch.ci.lexington.ma.us>  
To: RandallCollins@unverified.address, DonaldMacrino@unverified.address

Tue, Mar 28, 2017 at 6:26 PM

Randy and Don,

In anticipation of Thursday, March 30 interviews, I am sending the following for your review:

1. **LHS Principal Interview Schedule and Remaining Timetable** (Please confirm again that I have the correct order of candidates...)
2. **LHS Principal Interview Questions** (revised 03.28.17)
3. **LHS Principal Writing Prompt - Revised 03.30.17** (Candidate will be provided with a copy of the existing LHS schedule & LHS course catalog.)
4. **Candidate Feedback Sheet** (I will facilitate verbally, but will invite members to jot notes and provide to me that day if they prefer.)
5. **LHS Principal Draft Interview Questions for the Public Hearing on April 4, 2017** (dated 03.28.17)

---

I am also preparing the committee's folders, which will contain:

1. Agenda for March 30
2. Applications for each candidate, including Lisa Mobley's resume that you sent me (I sent to the committee as well). Can you resend me a copy of Reza's packet? The original has some words cut off at the bottom....
3. Candidate Feedback Sheets (6 each)
4. Mary's norms and HYA's guidelines
5. Job Description
6. Pens/Paper
7. Name Tent

---

The writing prompt will be managed by another administrator, who is confidentially assisting us outside the conference room. Randy, when you exit the candidate from the interview, it would be helpful if you could walk the candidate over to my office where Caitlin (the administrator assisting us) will facilitate the writing prompt from there.

Please do not hesitate to let me know of anything I may have overlooked. I appreciate your feedback and guidance.

Sincerely,  
Sandy

---

Sandra A. Trach  
Special Assistant to the Superintendent

Lexington Public Schools  
146 Maple Street  
Lexington, MA 02420

781-861-2580 ext. 68014  
[strach@sch.ci.lexington.ma.us](mailto:strach@sch.ci.lexington.ma.us)

---

**5 attachments**



**Candidate Feedback Sheet.docx**  
50K



**LHS Principal Draft Interview Questions 03.28.17.docx**  
89K



**LHS Principal Interview Questions Revised 03.28.17.docx**  
97K



**LHS Principal Interview Schedule FINAL 03.30.17.pdf**  
306K



**LHS Principal Writing Prompt Revised 03.30.17.docx**  
40K

---



# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

---

Mary Czajkowski, Ed.D.  
*Superintendent of Schools*

(781) 861-2580, ext. 68040  
email: [mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

## LEXINGTON PUBLIC SCHOOLS

### LEXINGTON HIGH SCHOOL PRINCIPAL SEARCH

**PUBLIC PRINCIPAL INTERVIEW**  
**Science Lecture Hall, Lexington High School**  
**Tuesday, April 4, 2017, 6:00-9:00 p.m.**

**Open to the public**

---

6:00 p.m.	Welcome – Dr. Mary Czajkowski, Ed.D, Lexington Superintendent of Schools
6:15-7:00 p.m. *	Lisa Mobley, Principal of King Philip Regional High School, MA
7:10-7:55 p.m. *	John Murray, Associate Principal of Lexington High School, MA
8:05-8:50 p.m. *	Robert Shaw, Principal of North Quincy High School, MA
8:50-9:00 p.m. *	Closing

\*Times are approximate



# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

---

Mary Czajkowski, Ed.D.  
*Superintendent of Schools*

(781) 861-2580, ext. 68040  
email: [mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

## **LEXINGTON PUBLIC SCHOOLS**

### **LEXINGTON HIGH SCHOOL PRINCIPAL SEARCH**

**SITE VISIT AGENDA  
Tuesday, April 4, 2017, LMC**

**Open to Lexington High School Administrators, Faculty, Staff and Students**

---

8:00 a.m.-9:30 a.m.	Lisa Mobley, Principal of King Philip Regional High School, MA
9:45 a.m.-11:15 a.m.	John Murray, Associate Principal of Lexington High School, MA
11:30 a.m.-1:00 p.m.	Robert Shaw, Principal of North Quincy High School, MA



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

## LHS Principal Candidates' Profiles

---

strach@sch.ci.lexington.ma.us <strach@sch.ci.lexington.ma.us>  
To: mczajkowski@sch.ci.lexington.ma.us

Mon, Apr 3, 2017 at 12:13 PM

I am pleased to share briefly each candidate's most recent professional background:

**Lisa Mobley** - Dr. Lisa Mobley is currently the Principal of King Philip Regional High School in Wrentham, MA. She has served as principal there for the last 5 years. Previous to this, Lisa was the Associate Principal of King Philip Middle School for 3 years. She began her career in education as a high school Guidance Counselor and School Adjustment Counselor.

**John Murray** - Dr. John Murray is currently the Associate Principal of Lexington High School. He has served as the associate principal at LHS for the last 3 years. Previous to this, John was the Dedham High School Assistant Principal for 7 years. He began his career in education as a high school Social Studies teacher.

**Robert Shaw** - Mr. Robert Shaw is currently the Principal of North Quincy High School in Quincy, MA. He has served as principal there for the last 5 years. Previous to this, John was the Assistant Principal of North Quincy High School for 3 years. He began his career in education as a high school English teacher.



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**Blackboard E-mail 3pm Today**

---

strach@sch.ci.lexington.ma.us <strach@sch.ci.lexington.ma.us>  
To: mczajkowski@sch.ci.lexington.ma.us

Mon, Apr 3, 2017 at 2:03 PM

Mary, This Blackboard message is set to release to HS parents and you at 3pm today via e-mail only. Please let me know of any concern or changes.

Thanks, Sandy

---

Dear Lexington High School Parents and Guardians,

I am pleased to announce the three finalist candidates for the Lexington High School principalship, in alphabetical order by last name:

**Lisa Mobley, Principal of King Philip Regional High School, MA**

**John Murray, Associate Principal of Lexington High School, MA**

**Robert Shaw, Principal of North Quincy High School, MA**

Tomorrow evening, I will interview the finalist candidates one-to-one on **Tuesday, April 4, 6:00-9:00 p.m. in the Science Lecture Hall at Lexington High School**. LexMedia will film the interviews. Please see the attached schedule. The interview is open to the public and all are invited to attend.

Respectfully,

Dr. Mary Czajkowski, Ed.D  
Superintendent

---

 **LHS Principal Public Interview 04.04.17.pdf**  
251K



Czajkowski, Mary <mczajkowski@lexingtonma.org>

---

## Contract

---

strach@sch.ci.lexington.ma.us <strach@sch.ci.lexington.ma.us>

Mon, May 1, 2017 at 1:13 PM

To: mczajkowski@sch.ci.lexington.ma.us

Mary,

Paper copies of the attached are in your office.

I am emailing:

- 
1. Draft contract for new LHS Principal 17-20. Salary line left blank.
  2. L. Lasa contract.
  3. D. Bonarrigo contract (used as most recent example)
  4. Employment contracts with salary figures.

Please let me know if I can assist in any further way.

Sandy

---

### 4 attachments



**Bonarrigo Contract 2016-2019 Final.docx**

20K



**Individual Employment Contracts 16-17.xls**

94K



**Lasa contract 14-17.docx**

19K



**Shaw Contract 2017-2020.docx**

21K

**LHS Principalship  
Leadership Team and Faculty Meeting  
May 5, 2017**

I am here to discuss a thoughtful and thorough process that began in late January, when Laura Lasa indicated her intent to retire, and my decision for the new Lexington High School Principal.

First, I want to talk about the timeline and process we engaged in.

<b>Date(s)</b>	<b>Action(s)</b>	<b>Individual(s) Responsible &amp; Stakeholders</b>
Friday, January 27, 2017	<ul style="list-style-type: none"> <li>• Dr. Czajkowski signs HYA contract for the LHS Principal search</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski</li> </ul>
Monday, January 30, 2017	<ul style="list-style-type: none"> <li>• Dr. Czajkowski meets with LHS Staff</li> <li>• Superintendent emails out a letter to the community regarding Principal's Lasa's retirement and the timeline for the search process</li> <li>• Online survey of teachers, support staff, students, parents and community opens</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski</li> <li>• Teachers, support staff, students, parents, community</li> </ul>
End of January/Beginning of February 2017	<ul style="list-style-type: none"> <li>• Superintendent calls for voluntary requests from staff, parents and students to serve on the search committee. A 17 member search committee was determined based on a balance of stakeholders:               <ol style="list-style-type: none"> <li>1. Carol Millard, SEPAC parent</li> <li>2. Suzanne Lau, Site Council Parent</li> <li>3. Susie Lee-Snell, KOLEX Parent</li> <li>4. Monique Holley, METCO Parent</li> <li>5. Jennifer Vogelzang, PTO Parent</li> <li>6. Eileen Jay, School Committee Member</li> <li>7. John Harper, LHS Special Education Teacher</li> <li>8. Martha Queenin, LHS Social Worker</li> <li>9. Alex Lonardo, LHS English Teacher</li> <li>10. Jennifer Turner, Diamond Middle School Principal</li> <li>11. Julie LaLumiere, LHS Executive Assistant to the Principal &amp; Office Manager</li> <li>12. Rob Collins, LHS Social Studies Department Head</li> <li>13. Nicole Canniff, LHS Dean</li> <li>14. Sandy Trach, Special Assistant to the Superintendent</li> <li>15. Misa Sadin, LHS Student</li> <li>16. Rasheed Anderson, LHS Student</li> <li>17. Mary Czajkowski, Superintendent</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Czajkowski</li> </ul>



Monday, February 6, 2017 – Friday, March 3, 2017	<ul style="list-style-type: none"> <li>National and local advertisement for LHS Principal search</li> </ul>	<ul style="list-style-type: none"> <li>HYA, Dr. Czajkowski, Bob Harris, Sandy Trach</li> </ul>
Monday, February 6, 2017 – Friday, February 17, 2017	<ul style="list-style-type: none"> <li>Online survey for LHS is open</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Czajkowski, teachers, staff, students, parents, community</li> </ul>
Thursday, February 16, 2017  All focus groups will be held at LHS in the Library Media Center in Room 147/149	<ul style="list-style-type: none"> <li>Focus groups at LHS Library Media Center in Room 147/149: <ul style="list-style-type: none"> <li>➤ 12:00-2:00: HYA drop-in time to meet with students, teachers, staff (includes time to meet with LHS Student Senate)</li> <li>➤ 2:05-2:45: HYA meets with LHS Leadership Team</li> <li>➤ 2:50-3:35: HYA facilitates voluntary LHS faculty &amp; staff meeting with Andrew Baker</li> <li>➤ 3:45-4:30: HYA meets with Administrative Council</li> <li>➤ 4:45-5:15: HYA meets with Lexington School Committee</li> <li>➤ 5:15-6:40: Dinner</li> <li>➤ 7:00-8:00: HYA facilitates public parent input session</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>HYA</li> <li>LHS teachers and staff</li> <li>Andrew Baker, LEA President</li> <li>LHS administration</li> <li>LHS Student Senate and LHS students</li> <li>LHS parents</li> <li>LHS Leadership Team</li> <li>Administrative Council</li> <li>Lexington School Committee</li> <li>LPS Parents</li> </ul>
Beginning of March 2017	<ul style="list-style-type: none"> <li>HYA aggregated the data and developed a LHS Leadership Profile from the survey and focus group feedback</li> </ul>	<ul style="list-style-type: none"> <li>HYA</li> </ul>
Friday, March 10, 2017, 1:00-3:00 pm	<ul style="list-style-type: none"> <li>HYA meets with Dr. Czajkowski and LHS Principal Search Committee to: <ul style="list-style-type: none"> <li>➤ Review the online survey results/leadership profile</li> <li>➤ Develop/discuss interview questions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>HYA</li> <li>Dr. Czajkowski &amp; LHS Principal Search Committee</li> </ul>
Monday, March 20, 2017, 1:00-3:00 pm	<ul style="list-style-type: none"> <li>HYA meets with Dr. Czajkowski and LHS Principal Search Committee to communicate &amp; discuss the candidate slate</li> </ul>	<ul style="list-style-type: none"> <li>HYA</li> <li>Dr. Czajkowski &amp; LHS Principal Search Committee</li> </ul>
Thursday, March 30, 2017, 8:30 am - 5:00 pm	<ul style="list-style-type: none"> <li>Dr. Czajkowski and 17 member LHS Principal Search Committee interview the candidates</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Czajkowski &amp; LHS Principal Search Committee</li> </ul>
Tuesday, April 4, 2017, Guidance Conference Room 154	<ul style="list-style-type: none"> <li>3 Finalist Candidates visit LHS</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Czajkowski</li> <li>LHS Principal Search Committee</li> </ul>

	<ul style="list-style-type: none"> <li>Public interview of 3 final candidates - 7:00-8:00 pm</li> </ul>	<ul style="list-style-type: none"> <li>LHS teachers and staff</li> <li>Andrew Baker, LEA President</li> <li>LHS administration</li> <li>LHS Student Senate and LHS students</li> <li>Parents</li> </ul>
April 25, 26, 28, 2017	<ul style="list-style-type: none"> <li>Site visits to candidates' districts (King Philip, LHS, North Quincy) and reference checks</li> </ul> <p>Site Visit Team:</p> <ol style="list-style-type: none"> <li>Nicole Canniff, LHS Dean</li> <li>Martha Queenin, LHS Social Worker</li> <li>Suzanne Lau, LHS Site Council Co-Chair and Parent</li> <li>Eileen Jay, School Committee Member</li> <li>Sandy Trach, Special Assistant to the Superintendent</li> <li>Mary Czajkowski, Superintendent</li> </ol>	<ul style="list-style-type: none"> <li>Dr. Czajkowski and Site Visit Team</li> </ul>
May 1 – May 5, 2017	<ul style="list-style-type: none"> <li>Final candidate selection</li> <li>Contract contingent on background check, reference checks, salary negotiation</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Czajkowski</li> </ul>
Fri. May 5, 2017	<ul style="list-style-type: none"> <li>Meet with LHS Leadership Team</li> <li>Meet with LHS Faculty</li> <li>Community Letter will be emailed out to LHS students, staff and parents</li> <li>Press release sent out to local papers</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Czajkowski</li> </ul>

After such a layered and detailed search process, I took in and evaluated extensive feedback from the site visits and Lexington Listens (online.)

I have made a final decision to appoint Robert Shaw, Principal of North Quincy High School, as the new Principal of Lexington High School effective July 1, 2017.

Some of you will support this decision, and some of you may not. Nonetheless, I have made a final decision. I have full confidence in Rob and believe he will bring excellent leadership to the high school.

It is important for students, staff and the community that we fully support Rob Shaw and continue to focus on the important work at hand.

If you want to speak with me individually, you can reach out to me personally. I appreciate your respect and understanding of the thoroughness of the process, and the difficulty of the weight of the decision. It's a decision I have taken extremely seriously, and I believe we are fortunate to have Robert Shaw as our next leader of Lexington High School.

**Thank you.**

---

---



# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

Mary Czajkowski, Ed.D.  
*Superintendent of Schools*

(781) 861-2580, ext. 68040  
email: [mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

May 5, 2017

Dear Lexington Community,

I am writing to share that I have appointed Mr. Robert Shaw as the next principal of Lexington High School effective July 1, 2017.

Robert Shaw has served as principal of North Quincy High School since 2012. Previous to this, he served as assistant principal of North Quincy High School from 2009-2012. Principal Shaw began his career as a high school English teacher.

Robert Shaw possesses a Bachelor of Arts in English and History, and a Master of Education in Secondary Education. Additionally, he holds a Master of Arts in English and History, and a Certificate of Advanced Graduate Studies in Educational Administration. Principal Shaw is licensed in English grades 9-12, Principal/Assistant Principal 9-12 and Superintendent/Assistant Superintendent.

I would like to thank the Lexington High School search committee and site visit team for their time and support with such a thorough search process.

Please also join me in recognizing and celebrating Principal Laura Lasa in the culmination of her 35 years of leadership and service to Lexington Public Schools.

Respectfully,

Dr. Mary Czajkowski, Ed.D.  
Superintendent



# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts  
02420

Mary Czajkowski, Ed.D.  
*Superintendent of Schools*

(781) 861-2580, ext. 68040  
email: [mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

## OFFICE OF THE SUPERINTENDENT

LEXINGTON PUBLIC SCHOOLS  
146 MAPLE STREET  
LEXINGTON, MA 02420

---

### FOR IMMEDIATE PRESS RELEASE

---

Lexington Public Schools is pleased to announce the appointment of Principal Robert Shaw, who will serve as the new principal of Lexington High School effective July 1, 2017.

Robert Shaw has served as principal of North Quincy High School since 2012. Previous to this, he served as assistant principal of North Quincy High School from 2009-2012. Principal Shaw began his career as a high school English teacher.

Robert Shaw possesses a Bachelor of Arts in English and History, and a Master of Education in Secondary Education. Additionally, he holds a Master of Arts in English and History, and a Certificate of Advanced Graduate Studies in Educational Administration. Principal Shaw is licensed in English grades 9-12, Principal/Assistant Principal 9-12 and Superintendent/Assistant Superintendent.

Lexington Public Schools recognizes and celebrates Principal Laura Lasa in the culmination of her 35 years of leadership and service to Lexington Public Schools.



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

## LHS Principal Appointment

---

mczajkowski@sch.ci.lexington.ma.us <mczajkowski@sch.ci.lexington.ma.us>  
To: noreply@unknowndomain.org

Fri, May 5, 2017 at 4:23 PM

Dear Colleagues,

I have appointed Robert Shaw as the new principal of Lexington High School, effective July 1, 2017. Please see my attached letter. I met with LHS faculty and staff this afternoon to share my decision, and sent out the attached letter to LHS students, staff and parents by Blackboard.

Please also join me in recognizing Laura. Her leadership and support throughout the process has been tremendous in every way.

Best wishes to all for a restful weekend,

Mary

---

 **LHS Principal Announcement 05.05.17.pdf**  
234K



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**New Lexington High School Principal Announcement - effective 7/1/17**

---

strach@sch.ci.lexington.ma.us <strach@sch.ci.lexington.ma.us>  
To: lexington@wickedlocal.com

Fri, May 5, 2017 at 4:39 PM

Hello,

I am writing to submit a press release from Lexington Public Schools announcing the new Principal of Lexington High School, effective July 1, 2017. Please see the attached. I have also listed it below in plain text.

Thank you,  
Sandy Trach

---

Sandra A. Trach  
Special Assistant to the Superintendent  
Lexington Public Schools  
146 Maple Street  
Lexington, MA 02420

781-861-2580 ext. 68014  
[strach@sch.ci.lexington.ma.us](mailto:strach@sch.ci.lexington.ma.us)

**OFFICE OF THE SUPERINTENDENT**

**LEXINGTON PUBLIC SCHOOLS**  
**146 MAPLE STREET**  
**LEXINGTON, MA 02420**

---

**FOR IMMEDIATE PRESS RELEASE**

---

Lexington Public Schools is pleased to announce the appointment of Principal Robert Shaw, who will serve as the new principal of Lexington High School effective July 1, 2017.

Robert Shaw has served as principal of North Quincy High School since 2012. Previous to this, he served as assistant principal of North Quincy High School from 2009-2012. Principal Shaw began his career as a high school English teacher.

Robert Shaw possesses a Bachelor of Arts in English and History, and a Master of Education in Secondary Education. Additionally, he holds a Master of Arts in English and History, and a Certificate of Advanced Graduate Studies in Educational Administration. Principal Shaw is licensed in English grades 9-12, Principal/Assistant Principal 9-12 and Superintendent/Assistant Superintendent.

Lexington Public Schools recognizes and celebrates Principal Laura Lasa in the culmination of her 35 years of leadership and service to Lexington Public Schools.



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

## Lexington Public Schools: LHS Principal Update

---

noreply@sch.ci.lexington.ma.us <noreply@sch.ci.lexington.ma.us>  
To: recipients@lps.parentlink.net

Tue, May 23, 2017 at 7:33 PM

May 23, 2017

Dear Lexington High School Community,

Principal Robert Shaw has formally withdrawn his candidacy from the Lexington High School principalship due to circumstances beyond his control. He sincerely expresses his appreciation to Lexington High School students, staff, parents and community members.

Principal Laura Lasa and I will meet regarding next steps, and I will provide another update as soon as possible.

Respectfully,

Dr. Mary Czajkowski, Ed.D.  
Superintendent

---

You are receiving this email because of your relationship with LEXINGTON PUBLIC SCHOOLS. If you wish to stop receiving email updates sent through the Blackboard service, please [unsubscribe](#).  
LEXINGTON PUBLIC SCHOOLS | . | [781-861-2580](tel:781-861-2580)

---

 **Attach0.html**  
2K





Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**Re: Confidential Update: LHS Principalship**

---

dbonarrigo@sch.ci.lexington.ma.us <dbonarrigo@sch.ci.lexington.ma.us>  
To: mczajkowski@sch.ci.lexington.ma.us

Wed, May 24, 2017 at 7:57 AM

I am truly sorry about this development, Mary, after all the hard work of the committee. I hope things are ok with Robert, though.

Donna

Donna M. Bonarrigo  
Principal, Harrington School  
328 Lowell Street  
Lexington, MA 02420  
781-860-0012  
781-860-5818 (fax)

Mary Czajkowski writes:  
**CONFIDENTIAL**

Dear Colleagues,

This evening at School Committee, I will make the announcement below. I wanted to share this update with you prior to my announcing it at School Committee tonight at 7pm. The LHS students, staff and parents do not know of this information yet. I have informed LHS Staff that I will be sharing an update about the LHS principalship at School Committee tonight at 7pm, and advised them of LexMedia online.

My message below will be released at 7:30pm tonight as a Blackboard Connect e-mail to LHS parents/guardians. Thank you for your confidentiality until I have the opportunity to announce it at School Committee this evening.

Mary

May 23, 2017

Dear Lexington High School Parents and Guardians,

Principal Robert Shaw has formally withdrawn his candidacy from the Lexington High School principalship due to circumstances beyond his control. He sincerely expresses his appreciation to Lexington High School students, staff, parents and community members.

Principal Laura Lasa and I will meet regarding next steps, and I will provide another update as soon as possible.

Respectfully,

Dr. Mary Czajkowski, Ed.D.

11/29/2017

Lexington Public Schools Mail - Re: Confidential Update: LHS Principalship

Superintendent

May 25, 2017

Dear Lexington High School Community,

I am writing to update you on the status of the Lexington High School principalship for July 1.

As you are aware, Principal Robert Shaw withdrew his candidacy for the LHS principalship this past Monday afternoon. On Wednesday evening, I met with Dr. Murray and offered him a one-year interim principalship of LHS and he respectfully declined the position this morning. This afternoon, Principal Lasa, Dr. Murray and I met with the LHS staff to inform them of this decision, next steps and our partnership together.

Dr. Murray asked that I extend his gratitude for this offer, but decided that his family is the greatest priority at this time and he continues to enjoy working directly with students, staff and parents as the Associate Principal. I understand and respect his decision and will continue to support his leadership as the Associate Principal. Dr. Murray remains fully committed to our work together to support a new LHS principal and he will serve as a member of the LHS search committee.

I have reposted the LHS principalship effective today with a July 1 start date. The search will be conducted by Lexington Public Schools and not with a search firm. Principal Lasa and I met later this afternoon to discuss an interim position while a search and selection of a new principal is conducted.

I will continue to keep you updated with respect to the status of a potential interim principal and a permanent principal. Thank you for your continued support in the process.

Please enjoy the Memorial Day weekend.

Respectfully,

Dr. Mary Czajkowski, Ed.D.  
Superintendent



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**LHS Principal Interview Committee**

---

strach@sch.ci.lexington.ma.us <strach@sch.ci.lexington.ma.us>  
To: mczajkowski@sch.ci.lexington.ma.us

Wed, Jun 7, 2017 at 6:28 PM

Mary,

Can you please forward this schedule to Ms. Lenihan for the LHS Principal interviews this Friday, June 9?

Many thanks,

Sandy

---

**The LHS principal interviews will take place this Friday, June 9.** The schedule will be as follows:

**9:00 Interview Committee convenes - Upper Level Conference Room/C.O.** (Pick up packets, review resumes and interview questions, prepare for interview)

**9:30-10:30 Interview #1 - Jonathan Bourn** (writing prompt immediately follows)

**10:30-11:00 Fill out feedback sheets/prepare for candidate #2**

**11:00-12:00 Interview #2 - Andrew Stephens** (writing prompt immediately follows)

**12:00-12:15 Fill out feedback sheets**

Most sincerely,  
Sandy

As of July 1, 2017, my new email address will be [strach@lexingtonma.org](mailto:strach@lexingtonma.org)

---

Sandra A. Trach  
Special Assistant to the Superintendent  
Lexington Public Schools  
146 Maple Street  
Lexington, MA 02420

**781-861-2580 ext. 68014**  
[strach@sch.ci.lexington.ma.us](mailto:strach@sch.ci.lexington.ma.us)



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**Stephens references Monday Schedule & contract items**

---

Andrew Stephens <astephens@duxbury.k12.ma.us>  
To: mczajkowski@lexingtonma.org

Sat, Jun 10, 2017 at 10:43 AM

Hi Dr. Czajkowski,

Thank you for our conversation on Friday.

As we discussed:

I. Attached are some references and numbers. I haven't been able to reach them all to give them a heads up, but they will be fine to talk with you. DTA president is not available (at beach for the day with 7th grade class) but you can call her.

II. Tentative schedule for Monday:  
Arrive at 71 Alden St. -- by 10 am

10-10:30 -- Tour of the building  
10:30-10:50 -- Dr. Laurie Hunter -- Asst. Superintendent (poss. Superintendent if available)  
10:50-11:10 -- Guidance & AP & Athletic Director  
11:10-11:30 -- Subject Supervisors

III. With regard to some contract items we discussed:

- \*salary we discussed - I put forward 167,000-170,000 range
- 21 years educational experience with 14 in administration (11 as principal)
- need to contend with \$6000-8000 increase in gas and account for car replacement at some point in next two years.
- \*3 year contract
- \*Vacation day // sick day buy back?
- \*Travel/mileage reimbursement?
- \*Course reimbursement?
- \*Memberships/Professional Conferences

IV. Other items/questions:

What are the percentage increases for ensuing years? Are they negotiated each year or articulated in contract for the three year cycle?

Should we move forward, I would need to look into the Health Insurance coverage. We have Network Blue which is not on the LPS list, so we'd have to get info on plans to make sure my daughter's (she's diabetic) and family doctors participate and what the story is with co-pays, deductible, family cap, prescription plan (tiered vs. un-tiered), coverage after deductible, etc. Is there good person to call for that info, or should I just contact Human Resources?

My current vacation days are 20 to be used in summer + all school vacations = 35 days.

Thanks and let me know if you need any other information.

Andrew

--  
Andrew Stephens  
Duxbury High School Principal  
71 Alden St.  
Duxbury, MA 02332  
781-934-7650

When writing or responding, please remember that the Secretary of the Commonwealth of Massachusetts has determined that email is a public record. The information contained in this electronic communication is intended to be sent only to the stated recipient and may contain information that is CONFIDENTIAL, privileged or otherwise protected from

11/29/2017

Lexington Public Schools Mail - Stephens references Monday Schedule & contract items

disclosure under the applicable law. If the reader of this message is not the intended recipient or the intended recipient's agent, you are hereby notified that any dissemination, distribution or copying of the information is strictly prohibited.



**Stephens References.docx**

15K



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**Site Visits - Mon. 6/12, Tue. 6/13**

---

strach@sch.ci.lexington.ma.us &lt;strach@sch.ci.lexington.ma.us&gt;

Sat, Jun 10, 2017 at 1:29 PM

To: abaker@sch.ci.lexington.ma.us, abaker@lexingtonma.org, jmurray@sch.ci.lexington.ma.us, jmurray@lexingtonma.org, klenihan@sch.ci.lexington.ma.us, shubhradesign@gmail.com, shubhra\_chndr@yahoo.com

Dear Colleagues and Parents,

I am writing on behalf of Dr. Czajkowski to invite you to two days of site visits for the LHS principal candidates. The schedule is below. Please let me know as soon as possible if you are able to attend. Site visit team members provide their own transportation to/from the locations.

The purpose of each site visit is for the Superintendent to have an additional opportunity to interact with the candidates, view their schools, and engage with in-person references. Site visit members continue to serve in an advisory capacity to the Superintendent. Thank you for your time and support. If you are unable to attend due to the accelerated timeline and/or other commitments, I completely understand and thank you for your kind consideration.

Most sincerely,  
Sandy

**Monday, June 12 - Andrew Stephens, Principal - Duxbury High School****Meet at:**

**Duxbury High School**  
**71 Alden St.**  
**Duxbury, MA 02332**  
**Office Tele: 781-934-7650**

10:00 -- Arrive and meet at main office  
10:00-10:30 -- Tour of the building  
10:30-10:50 -- Dr. Laurie Hunter, Asst. Superintendent (Superintendent - if available)  
10:50-11:10 -- Guidance & AP & Athletic Director  
11:10-11:30 -- Subject Supervisors

---

**Tuesday, June 13 - Jonathan Bourn, Principal - Norwood High School****Meet at:**

**Norwood High School**  
**245 Nichols St.**  
**Norwood, MA 02062**  
**Office Tele: 781-769-2333**

11:30 -- Arrival  
Site visit specifics under development - will be sent to Superintendent  
1:00 -- Depart

As of July 1, 2017, my new email address will be strach@lexingtonma.org

---

Sandra A. Trach  
Special Assistant to the Superintendent  
Lexington Public Schools  
146 Maple Street  
Lexington, MA 02420

781-861-2580 ext. 68014  
strach@sch.ci.lexington.ma.us





Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

## LHS Principal Appointment

---

mczajkowski@sch.ci.lexington.ma.us <mczajkowski@sch.ci.lexington.ma.us>  
To: noreply@unknowndomain.org, ejay@sch.ci.lexington.ma.us

Wed, Jun 14, 2017 at 9:31 PM

Sandro, Eileen, Jessie, Kathleen, Kate

Please join me in welcoming Mr. Andrew Stephens as the Principal of Lexington High School . Per my conversation with each of you today, Andrew will begin his new position, effective July 1, 2017. I have signed a 3-year contract with him today and Attorney Colby has reviewed this contract. I met with Laura today to discuss Andrew's transition plan to LHS. The attached letter will be sent via Blackboard Connect and LHS Announcements tomorrow morning at 8:00 a.m. to all LHS staff and parents. I will also prepare a press release regarding his appointment to the Minuteman and Colonial Times. In addition, Andrew will join John Murray, Andrew Baker and me for lunch tomorrow followed by a meeting with Laura in her office.

At 2:30 tomorrow, a voluntary LHS staff meeting will be held and Andrew will be introduced to the staff. Andrew will also attend next Tuesday night's school committee whereby I will introduce him to the school committee and the public. Andrew will be available throughout the summer for staff, parents and school committee to stop by and say hello.

The following served as members of the second Search Committee:

Kathleen Lenihan  
Sandy Trach  
Andrew Baker  
Bill Cole  
Tammy Darling  
Lauren Lamoly  
John Murray  
Susan Acton (parent)  
Shubhra Chandra (parent)  
Heny Taraz (parent)

The following members of the Search Committee joined me in the site visit to Duxbury and Norwood

Kathleen Lenihan (Norwood only)  
Sandy Trach  
Andrew Baker  
John Murray  
Shubhra Chandra

The site visit team unanimously voted to recommend Andrew Stephens as the next LHS Principal.

Mary

As of July 1, 2017 my new email address will be mczajkowski@lexingtonma.org

---

Stephens Introductory Letter 06.14.17 Final.pdf  
329K



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

## Superintendent's Appointment Announcement

---

strach@sch.ci.lexington.ma.us <strach@sch.ci.lexington.ma.us>  
To: mczajkowski@sch.ci.lexington.ma.us

Wed, Jun 14, 2017 at 10:28 PM

Mary,

Please see draft below...

---

June 15, 2017

Dear Lexington Community,

I am excited to announce the appointment of Andrew Stephens as the next principal of Lexington High School. Principal Stephens has served as the Duxbury High School principal for ten years. Previous to this, he served as principal and assistant principal in Hull, MA and Assistant Housemaster at Newton North High School. Most recently, Principal Stephens helped to design and construct a new, state-of-the-art Duxbury Middle-High School (\$128 million) and implemented a 1:1 technology plan, project-based learning and professional learning communities. He also assisted in the design of specialized programming and supports for students. Principal Stephens is an accomplished leader who demonstrates visionary leadership, commitment to excellence, and an open, collaborative approach that is focused on what is best for students.

On Thursday, June 15 I will introduce Principal Stephens to the LHS administrators, faculty and staff and on Tuesday, June 20 I will introduce him at the Lexington School Committee meeting.

Principal Stephens has extended a letter of introduction to the community. Please see his attached letter. He looks forward to collaborating with Principal Lasa and me as he assumes his July 1, 2017 appointment.

In closing, I would like to recognize the Lexington High School principal search committee: Kathleen Lenihan, Lexington School Committee; Sandra Trach, Special Assistant to the Superintendent; Andrew Baker, LEA President; Bill Cole, LHS Faculty; Tammy Darling, LHS Faculty; Lauren Lamoly, LHS Faculty; John Murray, Ed.D., LHS Associate Principal; Susan Acton, LHS Parent; Shubhra Chandra, LHS Parent/Incoming LHS PTO President; and Heny Taraz, LHS Parent.

Please join me in warmly congratulating Principal Andrew Stephens as the new Lexington High School principal starting effective July 1, 2017.

Respectfully,

Dr. Mary Czajkowski, Ed.D.  
Superintendent

Enc: Principal Stephens - Letter of Introduction

---

 **Stephens Introductory Letter 06.14.17.pdf**  
325K



Czajkowski, Mary &lt;mczajkowski@lexingtonma.org&gt;

---

**Fwd: Lexington Public Schools: LHS Principal Appointment**

---

shubhra\_chndr@yahoo.com <shubhra\_chndr@yahoo.com>  
To: mczajkowski@sch.ci.lexington.ma.us

Thu, Jun 15, 2017 at 8:43 AM

Hi Mary,  
This is wonderful news! Kudos to you and the team for working so quickly to get a great candidate to lead LHS.  
Looking forward to working with you and our new Principal next year.  
Thank you for the opportunity to be involved in the search.  
Best,  
Shubhra

Begin forwarded message:

**From:** Sandra Trach <noreply@sch.ci.lexington.ma.us>  
**Date:** June 15, 2017 at 8:00:00 AM EDT  
**To:** LEXINGTON PUBLIC SCHOOLS Recipients <recipients@lps.parentlink.net>  
**Subject:** Lexington Public Schools: LHS Principal Appointment

June 15, 2017

Dear Lexington Community,

I am excited to announce the appointment of Andrew Stephens as the next principal of Lexington High School. Principal Stephens has served as the Duxbury High School principal for ten years. Previous to this, he served as principal and assistant principal in Hull, MA and Assistant Housemaster at Newton North High School. Most recently, Principal Stephens helped to design and construct a new, state-of-the-art Duxbury Middle-High School (\$128 million) and implemented a 1:1 technology plan, project-based learning and professional learning communities. He also assisted in the design of specialized programming and supports for students. Principal Stephens is an accomplished leader who demonstrates visionary leadership, commitment to excellence, and an open, collaborative approach that is focused on what is best for students.

On Thursday, June 15 I will introduce Principal Stephens to the LHS administrators, faculty and staff and on Tuesday, June 20 I will introduce him at the Lexington School Committee meeting.

Principal Stephens has extended a letter of introduction to the community. Please see his attached letter. He looks forward to collaborating with Principal Lasa and me as he assumes his July 1, 2017 appointment.

In closing, I would like to recognize and thank the Lexington High School principal search committee: Kathleen Lenihan, Lexington School Committee; Sandra Trach, Special Assistant to the Superintendent; Andrew Baker, LEA President; Bill Cole, LHS Faculty; Tammy Darling, LHS Faculty; Lauren Lamoly, LHS Faculty; John Murray, Ed.D., LHS Associate Principal; Susan Acton, LHS Parent; Shubhra Chandra, LHS Parent/Incoming LHS PTO President; and Heny Taraz, LHS Parent.

Please join me in warmly congratulating Principal Andrew Stephens as the new Lexington High School principal effective July 1, 2017.

Respectfully,

Dr. Mary Czajkowski, Ed.D.  
Superintendent

Enc: Principal Stephens "Letter of Introduction"

**Attachments:**

 Stephens\_Introductory\_Letter\_06.14.17.pdf (324.8 KB)

---

You are receiving this email because of your relationship with LEXINGTON PUBLIC SCHOOLS. If you wish to stop receiving email updates sent through the Blackboard service, please unsubscribe.  
LEXINGTON PUBLIC SCHOOLS | , , | 781-861-2580

---

 **Attach0.html**  
4K

Hi all,

Nervous.... I know that one has only one chance to make a first impression so bear with me as I have some prepared remarks.

You've read my bio so I won't bore you with the details of my life. Suffice to say that I've been in education for 20 years and absolutely love what I do for a living. It's challenging, stimulating, frustrating, demanding, sometimes maddening, and completely rewarding work. I am completely biased here but I don't think that there is any more important work than what we do to educate the future generations that pass through the doors to this school. Our society depends on what we do here – it's that important.

I've been at DHS for 10 years and we are in a very good place in a lot of ways. Quite honestly, staying there would be comfortable for me. However, I've always asked teachers and students to challenge themselves to grow by sometimes moving away from what is safe and to experiment and explore different perspectives and approaches to teaching and learning. Right now I am practicing what I preach by coming here and in many ways I am petrified while also being completely energized. My move here is not lateral in any way shape or form and I am thrilled that Dr. Czajkowski has given me the opportunity to work in this district and with all of you.

Change can be unsettling and it is upon you and I now. I'm someone you don't know coming in to replace Lara Lasa who has done a great job here. How this goes is an unknown to us all, which is both nerve wracking and an opportunity.

I don't blame you at all if you are asking yourself who the hell this guy in front of you is and what he's about. Is he going to come in and change everything? Is he going to make my life more difficult?

So I want to quote something I got this morning from one of the teachers in my school when I told them I would be leaving. I think it summarizes who I am and what I'm about with regard to how I conduct my business better than I could ever do:

**Andrew---**

"You are positive, sensible, honest, articulate and all about the students. I have always appreciated that you are a straight shooter."

I pride myself on being all of those. I don't make decisions in a vacuum. I am calm and consistent and I try to gain perspectives around an issue that objectively can work the problem as I find that drama is the enemy of good decisions much of the time; all of the time. I am also someone who strongly believes that humor is an essential part of our profession. We have to appreciate the sometimes surreal nature of what we do and the interactions that we experience because we have stressful jobs. Last, I pay attention to detail, because detail is important. I am not a micro-manager – there's a difference. I find that micro-management can stifle creativity and initiative and I want to encourage both to occur here.

Much of my initial time here will be spent having conversations with many of you, walking around, listening and looking. There is so much going on here that is fantastic and good for kids. Part of my job is to be the cheerleader and spokesperson for all of that good stuff that is happening. Part of my job is to have your back. Part of my job is to encourage you to experiment and explore and to convey that it is safe to try and fail. Part of my job is to convey to students and parents the same ethic: that risk and failure is an essential part of the learning process and it takes as many different forms as does success. Part of my job is to ask questions: Why is it done this way? How can we improve the learning experience of the kids? All of my job is centered on the students and around the questions we will have to constantly ask ourselves on an individual and collective basis: Is this good for kids? How will they benefit from this?

Over the summer, I will be available to meet with any of you who would like to touch base. I'll send out information for how to set those meetings up. I will also be sending out a staff survey to get your perspective on a number of questions I have as I enter this complex system. The survey is optionally anonymous, because I want you to be comfortable giving me your unfiltered perspective around climate and culture, curriculum and instruction, communication and a number of other frames. I know how busy you all are and appreciate any feedback you can give me.

Thank you all for the time you've given me and I'm truly excited to be here.

Questions?

6'9" yes basketball

From VT – yes I ski

Favorite color is blue.

June 11, 2017

I hope you enjoyed this beautiful weekend and thank you for joining me at this evening's rally.

This past week focused on interview preparation for the LHS principal candidates. I have attached the committee membership and accelerated timeline for reference. This second posting drew 28 applicants with various levels of teaching and administrative experience. Of the 28 applicants, 2 candidates surfaced as having experience and skills that matched our job description criteria: Jonathan Bourn (Principal, Norwood HS – previously interim principal at Needham HS) and Andrew Stephens (Principal, Duxbury HS).

- Last Tuesday, I held a faculty meeting at LHS to reflect upon the first search and update them on this second round. I received some very nice, positive feedback from that meeting.
- At Central Office, I met with each candidate to discuss his experience and interest in depth, and also telephoned their Superintendents for a pre-reference check.
- Then, a new committee interviewed each candidate last Friday. Kathleen was the SC representative on the committee. While both candidates were quite strong, Andrew Stephens (Duxbury HS Principal) has more experience within a comparable community than Jonathan Bourn (Norwood HS Principal). Andrew has also recently designed and built a \$128 m. high school under the MSBA process.
- As a next step, I plan to site visit each candidate's school tomorrow (Duxbury) and Tuesday (Norwood) along with Andrew Baker, Sandy Trach, John Murray, Kathleen Lenihan and Shubhra Chandra (incoming LHS PTO President.) Site visits—along with our usual background and reference checks will round out the process, likely leading to contract negotiation and possible agreement by this Friday, June 16.
- It is my goal to announce the new LHS Principal at a LHS faculty meeting on Tuesday, June 20, and introduce the new principal at the School Committee meeting that evening if possible.

I am delighted to have identified such a strong finalist for the LHS principalship. Due to the time of year, I will need to continue moving expeditiously. If Andrew Stephens is selected, he is able to do a July 1 start date. I will keep you updated throughout the week.

The Director of Instructional Technology and Assistant Superintendent for Strategic Planning and Operations paper screenings are underway, with interviews soon to follow. Sandy is facilitating the Director of Instructional Technology search and Ian is facilitating the Assistant Superintendent search. I will keep you updated.

I met with the Gmail Steering Committee to discuss a series of communications that will be forthcoming to the school district staff and parents about Lexington Public Schools' change from First Class to Gmail. These communications will be sent via Blackboard Connect email through the month of June and extend throughout the summer.

- We plan to couple these Blackboard emails with newspaper press releases, website updates and notification to the PPC to help get the word out that our emails will change as follows: for example, instead of my First Class email being



mczajkowski@sch.ci.lexington.ma.us, effective July 1 my new Gmail email will be mczajkowski@lexingtonma.org.

- First Class will also automatically forward any incoming email to our Gmail accounts.
- We remain in close collaboration with Cumulus, the email contracted service provider who is enabling our district shift from First Class to Gmail.

The week closed with a several year-end special events, including the annual Central Office BBQ, the LEF celebration, a retirement recognition for Bob and Laura, and a Student Assignment Committee closing celebration.

Coming up this week beyond the site visits to Duxbury and Norwood, I will attend the Anti-defamation League (ADL) meeting at Cary Hall (Tue. 6/13, Estabrook Room, 9:30 a.m.), the LHS Security study (Wed. 6/14, LHS, 8:30 a.m.), the Calendar Committee (Wed. 6/14, 10:00 a.m., C.O.) and the Policy Subcommittee to discuss the draft Homework Policy revision (Thur. 6/15, 8:30 a.m., School Committee Office, C.O.) among other meetings.

As a reminder, I will be out of the office on planned vacation days: Thursday afternoon 6/15 – Tuesday 6/20. Kelly will be my designee, and I plan to be in communication with her and the office routinely. As always, I can be reached by cell as needed.

Enjoy the beautiful week ahead,

Mary

June 15, 2017

Dear Lexington High School Community,

I want to express just how excited I am to have been given the opportunity to be the next principal at Lexington High School. I know that I will be filling big shoes left by Laura Lasa and I am ready to rise to the challenge. In my ten years as principal of Duxbury High School, I have been fortunate to have been a part of some very exciting projects and initiatives including the visioning and construction of a state-of-the-art combined middle-high school and the implementation of a grades 7-12 1:1 laptop program, as well as the integration of project-based learning and professional learning communities into our program. While I possess a solid base of experience, I recognize that I have much to learn in Lexington. Over the course of the summer and into next school year, I will be getting to know the Lexington High School community and familiarizing myself with the many facets of the school's culture and programs. This will entail meeting with many people and listening to the diverse perspectives that make up the LHS community. I look forward to listening and learning as much as possible.

A little bit about me: I grew up in northern Vermont (between Stowe and Smuggler's Notch ski areas) and attended Colgate University where I earned a B.A. in History. I was a high school history teacher in Vermont and primarily at Newton North High School in Massachusetts. While teaching, I earned a Certificate in Advanced Graduate Studies from Boston College, which allowed me to begin my work in administration. I was a high school assistant principal and then a middle school principal in Hull before moving to Duxbury High School. Recently, I have been studying to complete my doctoral dissertation through Northeastern University. All told, I have been an educator for twenty years and love education: the work we do in schools is challenging, exciting, and important in preparing our students for their future.

My wife of nearly twenty years and I have two daughters who will be going into 11<sup>th</sup> and 8<sup>th</sup> grade respectively, which has informed my understanding of the joys and pressures that high school students and parents navigate and balance. My hobbies include Master's swimming and attempts to survive the P90x exercise program. I also love skiing and water sports, reading, gardening, cooking (particularly Barefoot Contessa recipes) and being with my family.

I look forward to getting to know you, and again—I am very appreciative of the tremendous opportunity I have been granted to lead the Lexington High School community.



Sincerely,

Andrew Stephens

# Mr. Andrew G Stephens

[REDACTED]

[REDACTED]

[REDACTED]

## Contents:

1. Online Application
2. Attachment: Certificate
3. Attachment: Cover Letter
4. Attachment: Resume
5. Attachment: Transcripts
6. Attachment: Transcripts p. 2
7. Attachment: Transcripts p. 3
8. Reference Letter: Reference Letter
9. Reference Letter: Reference Letter
10. Reference Letter: Reference Letter
11. Reference Letter: Reference Letter
12. Reference Letter: Reference Letter
13. Reference Letter: Reference Letter
14. Reference Letter: Reference Letter

Prepared for: Kari Grossman  
Lexington Public Schools  
Jun 8, 2017 6:57 AM

# Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

## Personal Data

Name: Mr. Andrew G Stephens  
(Title) (First) (Middle Initial) (Last)

Other name(s) under which transcripts, certificates, and former applications may be listed:

Other: (Title) (First) (Middle Initial) (Last)

Email Address: rapoo.stephens@gmail.com

## Postal Address

### Permanent Address

Number & Street:

Apt. Number:

City:

State/Province:

Zip/Postal Code:

Country:

Daytime Phone:

Home/Cell Phone:

United States of America

### Present Address

Number & Street:

Apt. Number:

City:

State/Province:

Zip/Postal Code:

Country:

Phone Number:

## Employment Desired

### Open Vacancy Desired:

JobID: 2103 Administration: Assistant Superintendent for Strategic Planning & Operations at System-Wide  
JobID: 2102 Administration: Principal - REPOSTING at Lexington High School

Date Last Submitted  
6/1/2017

Experience in Similar Positions  
-

11 years

### Position Desired:

#### Administration

1. Assistant Superintendent
2. Principal

Experience in Similar Positions

11 years

## Experience

Please list ALL relevant work experience beginning with the most recent.

Current or Most Recent Position		Employer Contact Information		Supervisor/Reference Contact Information	
Town of Duxbury Principal - Duxbury High School		130 St. George St. Duxbury, MA 02332 781-934-7650		Dr. Benedict Tantillo III btantillo@duxbury.k12.ma.us	
Date From - Date To:	07/2007 - 06/2017	Full or Part Time:	Full		
Reason for Leaving:	Seeking Lexington Principal position				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	Principal for high achieving school with 1065 students and 130 staff members. â€¢ Heavily involved in all aspects of planning and coordination of design and implementation phases of 128 million dollar Middle-High school building project. Developed process to integrate staff input during the design phase. Articulated focus on 1:1 wireless computer integration & Project Based Learning. â€¢ Reorganized building-based Leadership Team to develop distributive approach to decision making during regular meetings.				

## Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

- â€ Complete reworked formal communication structure with faculty through formation of Building Wide Council.
- â€ Worked with PD teams to develop and implement a 1:1 laptop program. Developed with teams PD sequence for teachers, students, and administrators.
- â€ Worked closely with Leadership team, Special Education department, and individual department heads to successfully phase out all Level III classes and to increase and support the number of co-taught classes in the high school. Changes have resulted in a marked increase in student performance on state assessments.
- â€ Worked with leadership team and teachers to develop schedule aimed at reducing student stress and providing teachers with collaborative time during the school day. Schedule adopted for 2016-2017.
- â€ Currently examining feasibility of creating school-within-a school program called Time and Tides focusing on interdisciplinary project-based approach.
- â€ Increased student voice through the creation of the Principal's Advisory.
- â€ Worked to create Student Activities Coordinator positions to unify Student Council, Class Advisor, LINK positions to better synch the organization and oversight of major school activities and themes for the year.
- â€ Implemented in-school PSAT testing for all sophomores and juniors.
- â€ Developed Dual Enrollment program with Syracuse University (Project Advance).
- â€ Worked with team to develop Academic Merit writing assessment program.
- â€ Worked with team to develop programming for specific student populations: Transition, Partnership Program (for students with social/emotional disabilities), Autism Spectrum Disorder Program (ASD), Life Skills Program, C.O.A.S.T. (regular education program for middle-high school students with school-phobia and extended absences), and STEP Program (blended learning environment to address credit recovery & students with long absences).
- â€ Oversaw process for revision and review of the school's Core Values, Learner Expectations, and school wide rubrics. Developed process for analyzing and communicating school and departmental progress towards attainment of student Learning Expectations.
- â€ Worked with team to develop and analyze subject-based common assessments with the periodic utilization of school wide rubrics. Use of common assessments has increased markedly.
- â€ Oversee all aspects of building budget development process and personnel (hiring, retention, evaluation, FTE allocations).
- â€ Interest Based Bargaining (I.B.B.) trained a member of 2015-2016 bargaining team.
- â€ Member of District Curriculum Review Committee â€ tasked with the development and oversight of a sustained curriculum review process for every subject/program in the district.
- â€ Member of District Wide Committee â€ tasked with review of evaluation system and proposed middle-high school schedule.
- â€ Oversaw PD and training process for the new evaluation system. Directly evaluating 19 teachers.
- â€ Worked with School Council to develop yearly School Improvement Plans and examine and modify key procedures in the student handbook. Also work to design and administer parent, faculty, and student surveys. Developed process to create report focusing on key issues impacting students (ex. Support for Student Learning, Student Stress, Substance Use/Abuse)
- â€ Oversaw entire FF&E and Technology acquisition processes for new Middle-High School.
- â€ Oversaw all aspects of the move and transition into new co-located Middle-High school (Summer 2014).
- â€ Assisted with distribution of 1400 MacBook Air laptops to all grade 8-12 students last August. Program extended to include all 7th graders this year.
- â€ Worked closely with Leadership and Administrative teams to organize and conduct school's NEASC Self Study and very successful decennial accreditation visit (October, 2012).
- â€ Worked with Subject Supervisors to analyze and develop Curriculum Action Plans tied to MCAS data. Additionally developing data analysis process for PSAT information.

# Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

## Experience Continued

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Town of Hull Principal - Memorial Middle School		81 Central Avenue Hull, MA 02045 781-925-2040		Jonathan Ford ----- j_ford@stoughtonschools.org	
Date From - Date To:	07/2006 - 06/2007	Full or Part Time:	Full		
Reason for Leaving:	Hired as principal of Duxbury High School				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	<p>â€Principal for grade 6-8 middle school with 285 students and 42 faculty and staff. School was initially on state restructuring list as a result of previous performance on MCAS mathematics assessments.</p> <p>â€Oversaw development of in school and after school MCAS mathematics remediation program for 88 at-risk students. Instituted second math class (â€Math Labâ€) for all students who received a Warning or Needs Improvement on the MCAS.</p> <p>â€Implemented and oversaw grant (Project Leap) to fund laptops for â€Math Labâ€ classes.</p> <p>â€Worked to speed up MCAS data analysis process and implement focused remediation programs in a much more timely fashion to better guarantee effectiveness.</p> <p>â€Worked to develop long-range vision to address systemic issues that are contributing to traditional underperformance of students on MCAS.</p> <p>â€Completely revised Student and Faculty Handbooks.</p> <p>â€Oversaw hiring of Assistant Principal and five new teachers.</p> <p>â€Restructured School Council to include more parents. Brought tighter focus to these meetings.</p> <p>â€Oversaw all logistics for a mid-year movement of entire fifth grade from the elementary to the middle school (due to a mold issue in elementary school).</p> <p>â€Examined MCAS scores with Assistant Principal and Math teachers to identify curriculum and/or pedagogical gaps.</p> <p>â€Organized and conducted all school wide professional development activities. Focus was on the development of a common writing rubric and curriculum maps.</p> <p>â€Directly evaluated 13 teachers and 7 teachers on mid-cycle Self-Directed Plans.</p> <p>â€Directed all teachers to post lesson goals as mastery objectives. Worked with faculty to clarify criteria for a clearly written mastery objective.</p> <p>â€Articulated vision for development and implementation (2007-2008) of a school wide Advisory program, Summer Success program (transitional 5th grade program for at-risk students), Saturday MCAS review program, school wide writing rubric, and Middle School academic extension program. Goal was to raise overall expectations, focus on writing across the curriculum, and find proactive ways to help students with the transition to Middle School.</p> <p>â€Worked with Assistant Superintendent to obtain individual curriculum maps from every teacher with goal of beginning focused vertical articulation of content and skills curriculum.</p> <p>â€Worked with Assistant Superintendent to purchase and implement the Terra Nova assessment for pre-post data that identifies learning/curriculum gaps and tracks student growth over time.</p> <p>â€Successfully began to move the culture of the building away from low expectations, low morale, and high discipline referral rate. Focused on development of positive reinforcement for academic and behavioral success.</p>				

# Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

## Experience Continued

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Town of Hull Assistant Principal - Hull High School		180 Main St. Hull, MA 02045 781-925-3000		Jonathan Ford  j_ford@stoughtonschools.org	
Date From - Date To:	07/2003 - 06/2006	Full or Part Time:	Full		
Reason for Leaving:	Became Hull Middle School principal				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	<ul style="list-style-type: none"> <li>â€¢ Assistant Principal for grade 9-12 high school with approximately 425 students and 55 faculty and staff.</li> <li>â€¢ Handled all revisions to Faculty and Student Handbooks.</li> <li>â€¢ Worked on all facets of the master schedule (2004-2006). Completely overhauled course registration procedures and scheduling process to develop a student centered master schedule. Developed faculty common planning and duty schedules.</li> <li>â€¢ Scheduled all testing during school hours: PSAT, MCAS, and AP Exams.</li> <li>â€¢ Evaluated 15 teachers each year.</li> <li>â€¢ Directly oversaw all hiring for last two academic years (14 teachers). Developed sitting hiring committee.</li> <li>â€¢ Oversaw all aspects of student attendance. Communicated with parents to address concerns regarding attendance, academic performance, and discipline.</li> <li>â€¢ Oversaw all aspects of student discipline including Administrative and Saturday Detentions. Mediated student conflicts, and guided students through stages of conflict resolution.</li> <li>â€¢ Oversaw all day-to-day building operations during two year phased renovation.</li> <li>â€¢ Formed and oversaw committees in charge of planning Academic Awards Night and Graduation.</li> <li>â€¢ Worked with teachers to develop school wide writing rubric that had been implemented.</li> <li>â€¢ Worked with principal to articulate Dual Enrollment program with Quincy College to allow students to receive both high school and college credit.</li> <li>â€¢ Worked with Advisory committee to develop a four-year scope and sequence for the advisory program to be implemented this school year.</li> <li>â€¢ Co-chaired weekly Student Assistance Team meeting of guidance and adjustment counselors, attendance clerk, school nurse and school psychologist to discuss at risk students and develop strategies to best address their issues. Also initiated visioning process for future group therapy sessions for at risk students.</li> <li>â€¢ Worked to develop and implement a vision for an on-site alternative educational program for students with identified emotional/behavioral disabilities. Worked with team to develop mission and philosophy statements and selection criteria for students. Worked closely on hiring of T.I.D.E.S. coordinator, developed protocols and procedures for the program and oversaw student progress toward learning and behavioral goals.</li> <li>â€¢ Worked with Special Education Chair to establish a committee to examine and restructure the current Special Education model being used at Hull High School.</li> <li>â€¢ Worked closely with South Shore Mental Health to bring a detached social worker into the school to better meet the counseling needs of a large at-risk population.</li> </ul>				

# Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

## Experience Continued

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
City of Newton Assistant Housemaster - Newton North High School		457 Walnut St. Newtonville, MA 02460 617-559-6400		Anthony Parker  parkera@weston.org	
Date From - Date To:	07/2000 - 06/2003	Full or Part Time:	Part		
Reason for Leaving:	took Assistant Principal position at Hull High School				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	<p>â Assistant Housemaster for senior class of 2001 and freshmen/sophomore class of 2005. (Approximately 550 students respectively) Taught three history classes while performing Assistant Housemaster duties.</p> <p>â Worked closely with senior (2001) and freshmen/sophomore (2002-2003) Housemaster on a daily basis. Communicated with parents to address concerns regarding attendance and discipline.</p> <p>â Oversaw student attendance and supervised detentions. Mediated student conflicts, and guided students through stages of conflict resolution.</p> <p>â Kept track of academic and attendance performance for specific students at risk.</p> <p>â Assisted in the planning of senior (2001), freshmen (2002), and sophomore (2003) events.</p> <p>â Chaired subcommittee that examined areas of unequal resource distribution and its impact on diverse populations within the school. Facilitated discussion and presented findings and recommendations at all-school faculty meeting.</p> <p>â Set up and ran a â Building Citiesâ simulation for 240 junior US History students. The goal was to give kids an experience that reflects current class issues in America. Developed discussion criteria for the simulation as well as links to US History curriculum and Leadership class.</p> <p>â Developed themes and activities for four half-day professional development periods throughout school year.</p> <p>â Head of seven-member student council, which oversaw seventy-five clubs and organizations. Set up and ran Club Sign Up Day (roughly 1000-1300 participants yearly). Worked as liaison between club officers, advisors, and principal. Coordinated all club fundraising activities and oversaw new club application process.</p>				

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
City of Newton Social Studies Teacher - Newton North High School		457 Walnut St. Newtonville, MA 02460 617-559-6400		Jonathan Bassett  Jonathan_Bassett@newton.k12.ma.us	
Date From - Date To:	01/1998 - 08/2003	Full or Part Time:	Full		
Reason for Leaving:	took Assistant Principal position at Hull High School				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	<p>History Teacher - Newton North High School Spring 1998-2003</p> <p>â Full time classroom instructor for sections which have included: Advanced Placement Junior U.S. History, Curriculum I U.S. History, â mainstreamâ Junior I/II U.S. History, Junior Curriculum I American Studies, Sophomore I World History, Sophomore I Sociology, and Freshmen I World History.</p> <p>Summer School Instructor - Newton North High School 1999-2003</p> <p>â Primary instructor for two-hour/day history review class during six week summer session. Students involved ranged from freshmen to seniors and curriculum entailed both World History and American History.</p> <p>â Primary instructor for two-hour/day English review class during six week summer session. Students involved ranged from sophomores to seniors, and curriculum entailed basic grammar, analytical writing skill, and analysis</p>				



## Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

### Experience Continued

**Responsibilities/ Accomplishments at this Position continued...**  
of numerous novels and plays.

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
City of Newton Social Studies Teacher - Long Term Substitute - Newton South High School		140 Brandeis Rd Newton Centre, MA 02459 (617) 559-6500		Marshall Cohen (retired)	
Date From - Date To:	08/1997 - 01/1998	Full or Part Time:	Full		
Reason for Leaving:	Took teaching position at Newton North High School				
May we contact this employer?	Yes				
Responsibilities/ Accomplishments at this Position	o Long-term substitute teacher for three Curriculum I Freshmen World History classes. Also worked as daily substitute teacher during free blocks.				

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Town of Moretown (Vermont) Social Studies Teacher - Long term substitute - Harwood Union High School		458 VT-100 Moretown, VT 05660 (802) 244-5186		Ed Oravec (retired)	
Date From - Date To:	01/1997 - 06/1997	Full or Part Time:			
Reason for Leaving:	Moved to MA - took LTS position at Newton South High School				
May we contact this employer?					
Responsibilities/ Accomplishments at this Position	o Long-term substitute classroom instructor for three Sophomore World History, and two Freshmen I/II Creating Cooperative Communities courses.				

### Education

Please tell us about your educational background beginning with the most recent.

High School Attended: Lamoille Union High School  
 Graduation Status: H.S. Diploma

**Colleges, Universities and Technical Schools Attended:**

## Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

Name and location	Dates Attended: From - To	Major area of study and number of semester hours	Minor area of study and number of semester hours	Degree	Date Conferred or Expected
MA - Northeastern University	01/2013 06/2017	Curriculum, Instruction and Leadership Hrs:	Hrs:	Ed.D	09/2017
MA - Boston College	09/2000 05/2004	Education Leadership Hrs:	Hrs:	C.A.G.S. Education Leadership	05/2004
VT - Johnson State College	06/1995 12/1996	Education Hrs:	Hrs:	MA.ED.	06/1997
NY - Colgate University	08/1989 05/1993	History Hrs:	Hrs:	BA. History	05/1993

<b>Overall GPA</b>	<b>Undergraduate</b> 2.38/4	<b>Graduate</b> 3.85/4
<b>Major GPA</b>	2.81/4	3.85/4
<b>Highest Degree Attained</b>	<b>Number of graduate hours beyond your highest degree:</b>	<b>Grad Program Of Study</b>
CAGS	38	Curriculum, Teaching and Leadership

**List honors, awards or distinctions you have earned:**

**INDIVIDUAL & SCHOOL RECOGNITION/AWARDS:**

Massachusetts Association of Student Councils Administrator of the Year -- 2017

MSSAA Principal of the Year â Finalist -- 2017

Apple Distinguished District award (2016)

National Student Council Excellence Award â DHS Student Council â 2016

State Student Council Excellence Award â DHS Student Council â 2015-2017

US News & World Report â frequent Gold Medal recipient - Most recently 2017 - #425 overall & #94 in STEM high schools nationally, #18 for MA high schools

Top AFS School Award (2014)

Best of Boston â rated consistently among the top 30 public high schools in Massachusetts

DESE recognition as high achieving school (2014)

## Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

### Licensure

Do you hold National Board for Professional Teaching Standards certification? **No**

Do you hold or anticipate a Massachusetts license? **License is held**

Type	License Number	Expiration Date	Status
<b>Administrative</b> (Initial, Superintendent/Assistant Superintendent (All))	339998	**	Current
<b>Administrative</b> (Professional, School Principal/Assistant School Principal (9-12))	339998	05/2020	Current
<b>Administrative</b> (Initial, School Principal/Assistant School Principal (5-8))	339998	**	Current
<b>Teacher</b> (Professional, History (8-12))	339998	07/2007	Expired

Please list any other endorsements and/or verifications documented on your license(s):

Do you hold a current out-of-state license? No

State	Type	License Number	Expiration Date	Current?

List your out-of-state certified teaching/administration fields:

### Language Skills

Do you know any language other than English? No

### Professional References

	Reference 1	Reference 2
<b>Name:</b>	Dr. Benedict Tantillo III	Dr. Laurie Hunter
<b>School/Org:</b>	Duxbury High School	Duxbury Public Schools
<b>Current Position:</b>	Duxbury Public Schools Superintendent	Assistant Superintendent
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>	781-934-7600	781-934-7600
<b>Mailing Address:</b>	93 Chandler St. Duxbury, MA 02025	93 Chandler St. Duxbury, MA 02025
<b>Email:</b>	btantillo@duxbury.k12.ma.us	lhunter@duxbury.k12.ma.us
<b>Relationship to Candidate:</b>	Professional	Professional
<b>Years Known:</b>	6	4

## Lexington Public Schools Online Application

Stephens, Andrew - AppNo: 30252

Date Submitted: 6/1/2017

### Professional References cont.

	<b>Reference 3</b>	<b>Reference 4</b>
<b>Name:</b>	Anne Ward	Patricia Guilfoile
<b>School/Org:</b>	Duxbury Public Schools School Committee	Duxbury High School Parent and Head of PTO
<b>Current Position:</b>	Grades k-12 World Language Subject Supervisor	PTO President
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>	28 Huckleberry Lane Duxbury, MA 02332	116 Powder Point Avenue Duxbury, MA 02332
<b>Email:</b>	awardux@verizon.net	guilfoile7@gmail.com
<b>Relationship to Candidate:</b>	School Committee member and parent of 3 students	Professional
<b>Years Known:</b>	10	10
	<b>Reference 5</b>	<b>Reference 6</b>
<b>Name:</b>	Julia Adams	Christine (Chris) Coakley
<b>School/Org:</b>	Duxbury Public Schools	Duxbury Senior Center
<b>Current Position:</b>	School Committee Representative and parent	Manager of Volunteer Services
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>	781-344-4000	781-934-5774 ext. 57
<b>Mailing Address:</b>	22 Bay Farm Road Duxbury, MA 02332	
<b>Email:</b>	adamsjuliab@comcast.net	chriscoakley@duxburycoa.com
<b>Relationship to Candidate:</b>	Professional - School Council rep, parent & School Committee Representative	Professional (Senior Center) -- Parent of three students
<b>Years Known:</b>	5	10
	<b>Reference 7</b>	
<b>Name:</b>	Donna Holt	
<b>School/Org:</b>	Duxbury High School	
<b>Current Position:</b>	World Language Subject Supervisor (retired)	
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>	42 Oak Street Bridgewater, MA 02324	
<b>Email:</b>	Donnamholt12@gmail.com	
<b>Relationship to Candidate:</b>	Professional	
<b>Years Known:</b>	8	



# Duxbury Public Schools

93 Chandler Street, Duxbury, Massachusetts 02332  
Telephone (781) 934-7600 • FAX (781) 934-7644  
[www.duxbury.k12.ma.us](http://www.duxbury.k12.ma.us)

*Superintendent*  
Dr. Benedict Tantillo III  
781-934-7600

*Assistant Superintendent*  
Dr. Laurie Hunter  
781-934-7600

*Administrator of Special Education*  
Ms. Teresa Babetski  
781-934-7643

*Business Administrator*  
Mr. David Proule  
781-934-7600

January 3, 2017

To Whom It May Concern:

It is with great pleasure that I write this letter on behalf of Andrew Stephens as candidate for Assistant Superintendent of Schools. Since my arrival in Duxbury in 2013, Andrew and I worked very closely and in partnership on efforts regarding curriculum, budget and contract negotiations as well as very challenging staff and student issues. Andrew's commitment to meeting the needs of high school students while understanding the bigger picture workings of a district is unparalleled. This balance creates a strong foundation on which to lead a school system.

Andrew is a strong instructional leader. Andrew is committed to the needs of all students which can be especially challenging at the secondary level. Andrew created a systemic, comprehensive special education inclusion program that continues to be lauded by consultants and a model for other school districts. Andrew created a strong leadership team that encompasses the expertise of the content area leadership. A focus on writing across the content areas is in its second year bringing the faculty together in its efforts to incorporate similar strategies and expectations throughout the student experience. During his 10-year tenure at Duxbury High School, MCAS scores continued to rise to rates that earned distinctions from the Department of Elementary and Secondary Education as well as ensuring Duxbury High School ranks among the top high schools at the state and national level.

The scope of change is one of unparalleled precedent in the past number of years at Duxbury High School. In the fall of 2014, a new co-located Duxbury High and Middle School opened after years of planning and construction. Andrew was deeply embedded in every aspect including the MSBA process, designing a visionary instructional setting and executing on the logistics involved in closing one building and opening another. Simultaneously, the district dispersed 1:1 laptops to all of the high school students, creating not only a new physical space, but a new learning environment as well. Under Andrew's leadership the high school embraced the technology and facility while being able to share feedback, input and concerns. Undoubtedly, the Duxbury High School that exists today as a state of the art facility that is on the forefront of blended learning is a result of Andrew's efforts.

Andrew's multiple experiences in Duxbury at the central office level provide strong experience for the superintendency. Andrew's involvement in the development of the budget extends well beyond his responsibilities as high school principal. His comprehension and discussion of fiscal regulations, the different perspectives of town and school leadership and challenges of providing for all of the district's needs is impressive. During the 2015-2016 school year, Andrew also participated in Interest-Based


Bargaining leading to ratification of a three-year teacher contract. As one of three administrators sitting directly at the table, Andrew's influence and insights contributed greatly to the goals of meeting the needs of both administration and the Duxbury Teachers Association. Andrew is undoubtedly prepared to handle these responsibilities on his own.

Finally, Andrew's unique balance of commitment, work ethic and love for laughter create an enjoyable, pleasant work environment for all that embraces high expectations and performance. Andrew's dedication is evident in his attendance at countless high school evening and weekend events. Andrew and I have handled several very difficult and serious situations with students and staff. He is professional, respectful and never forgets the impact on those directly involved. Andrew, however, is also the first to dress up on holidays, participate in spirit days or share a personal story to engage those around him. This personable style makes him approachable, warm and truly human to those who work with and for him.

---

It is without hesitation that I recommend Andrew for the Assistant Superintendency. Please let me know if I can provide additional information.

Sincerely,

A handwritten signature in cursive script that reads "Laurie Hunter".

Dr. Laurie Hunter  
Assistant Superintendent of Schools



# Duxbury Public Schools

93 Chandler Street, Duxbury, Massachusetts 02332  
Telephone (781) 934-7600 • FAX (781) 934-7644  
[www.duxbury.k12.ma.us](http://www.duxbury.k12.ma.us)

*Superintendent*  
Dr. Benedict Tantillo III  
781-934-7600

*Assistant Superintendent*  
Dr. Laurie Hunter  
781-934-7604

*Administrator of Special Education*  
Ms. Teri Babetski  
781-934-7643

*Business Administrator*  
Mr. David Proule  
781-934-7600

January 10, 2016

To the Assistant Superintendent Search Committee:

It is with great pleasure and no hesitation that I write a recommendation for Andrew Stephens to become your Assistant Superintendent of Schools. I have known Andrew for six years in his capacity as the principal of Duxbury High School. As such, I am Andrew's supervisor. Through the years he has grown as a professional to a point where he is ready to take on the myriad of responsibilities that fall upon a superintendent.

As a principal, Andrew has been exemplary. He has facilitated the implementation of numerous curricula that has our students on the cutting edge of technology integration and Problem Based Learning. He is constantly walking throughout our classrooms to encourage and improve the quality of our students' education.

Andrew has faced difficult decisions that often arise in a school setting. In each instance, he has made those decisions with thoughtful and purposeful intentions. He has always following his convictions as to what is best for the students and school.

Andrew has served on numerous district wide committees. He has been heavily involved in our strategic plan and high school building project. Andrew was part of our negotiating team with the teachers in which we utilize the rules of Interest Based Bargaining. In all areas, Andrew seeks consensus that moves our district forward.

You would do well to have Andrew Stephens as your Assistant Superintendent of Schools. Andrew is comfortable with lofty expectations and the demands of our town. He is held in high regard in our school community. I am confident he would have a positive impact in your town.

Sincerely,

A handwritten signature in cursive script that reads "Benedict Tantillo III".

Benedict Tantillo III, Ed.D.  
Superintendent

**Anne R. Ward**  
**28 Huckleberry Lane**  
**Duxbury, MA 02332**  
**781-934-0755**  
**[awarddux@verizon.net](mailto:awarddux@verizon.net)**

To Whom It May Concern:

It is with great pleasure that I recommend Andrew Stephens for the position of Assistant Superintendent of Schools in your district. I have known Andrew for ten years in my capacity as a parent of three Duxbury High School graduates and as a twelve-year member of the Duxbury School Committee. I have worked closely with Andrew on a range of topics, including school policy, strategic planning, budget development, collective bargaining, school start time changes, the implementation of a 1:1 laptop program, the design and construction of a new high school, and the transition of students and staff from the old building into the new one.

In his ten years in Duxbury, Andrew has brought stability and focus to the district during periods of significant change and challenge. He has been steadfastly committed to achieving strategic plan goals, moving the educational program forward, supporting staff with opportunities for professional development and collaboration, and developing innovative ways for students to grow in and out of the classroom.

Andrew shows particular strength in working through difficult decisions and building consensus. When Duxbury revised its start times for middle and high school, it was not universally accepted in the community. The choice to build a new \$128 million school in the wake of the 2008 financial crisis was hotly debated. In 2014, Duxbury moved grades 6-12 into a new building with teacher workrooms instead of dedicated classrooms, *and* launched its 1:1 laptop programs, *and* fully implemented the new educator evaluation process. It would have been challenging to do any one of those things successfully in one year. Andrew showed tremendous leadership in accomplishing all three at the high school, in addition to running the day-to-day business of a high-performing secondary program. In all of these examples, Andrew understood the importance of building support in the community and trust in the administration, including the voices of students and families, and honoring the professional work of the faculty and staff.

During the most recent contract negotiations, the district and the teachers' association agreed to employ interest-based bargaining. The administration and the teachers shared the goal of finding ways to reduce student and staff stress and increasing opportunities for collaboration, including time professional learning communities. Andrew's detailed knowledge of the curriculum, schedule, teacher duties and costs helped us reach consensus on a new high school schedule that provided time during each week for students to work independently or in small groups and time for teachers to participate in PLCs. The change was implemented this academic year with resounding success.

Andrew has also been very effective in hiring highly-qualified staff and supporting veteran teachers, and he regularly seeks input on climate and culture from staff and students. His commitment to continuous improvement is impressive. Andrew is a highly-effective public speaker whether he is delivering a thought-provoking graduation speech or presenting a well-researched point of view on policy. He has earned the respect of the community because he is principled, reasonable and fair. He sets high expectations but never forgets that he is working with children. His sense of humor helps to put people, especially students, at ease, even in challenging circumstances.



It is my opinion that Andrew Stephens will be a very successful Assistant Superintendent. While I will be sorry to see him leave Duxbury, I believe he is ready to lead a district and take on the responsibilities of the role of superintendent. I am happy to provide additional information and answer any questions about Andrew's impressive work in the Duxbury Public Schools.

Sincerely,  
Anne R. Ward  
Chairman  
Duxbury School Committee

To Whom It May Concern,

As a twenty-year volunteer in the Duxbury public school system, I have been witness to countless initiatives, changes and issues facing our school administrators. Through various roles in the schools K-12, and as the President of Duxbury High School's PTO for the past 8 years, I have been involved in the hiring of and worked closely with many teachers and administrators. And as the mother of five children, all of whom have attended Duxbury public schools, I am keenly aware of the many challenges in dealing with parent, teacher and student relationships. As such, I believe I possess unique insight into what attributes are critical for effective leadership in a school system. In my two decades of experience in Duxbury, I can state unequivocally that Andrew Stephens stands out as one of finest administrators our town has ever experienced and it gives me great pleasure to provide this letter of recommendation for him.

Andrew is unique in so many ways. I believe what stands out first and foremost about him is his incredible rapport with the students. Being an effective principal is a constant balancing act yet he has managed to find an equilibrium in his relationships with students that I have witnessed many try, but few achieve in the way Andrew has. He is respected but not feared; he is liked without being a "friend" and he is admired even by those with whom he might disagree. I think that steadiness about him is in some ways reflected by the dichotomy of the man himself. While his physically imposing presence might strike fear in any teenager, his charm and effusive personality immediately disarm the skeptics. His warm smile and easy-going manner puts people at ease and makes him approachable and relatable. Further, Andrew's relationships with people are not superficial but deep and meaningful. I am constantly amazed at how many young people come back to visit Andrew, long after they have graduated and moved on. Yet Andrew treats them as if they were a long lost relative back to re-engage in the family. I have witnessed it with my own children. Each time he greets them he remembers them, he engages with them, is genuinely happy to see them and is interested in their life and accomplishments. I believe he views their successes as an affirmation of the hard work and dedication that he and his team put in each day.

Equally impressive is his relationship with the teachers and staff. Certainly all of those personality traits that endear him to the students also serve him well in his relationship with his team. Among his teaching peers he also enjoys a high level of credibility in that his intellectual curiosity and insatiable desire to learn and grow make it evident that he was once an outstanding teacher himself. He is an active listener and takes a genuine interest in each member of his team. He learns as much from them as they learn from him and that mutual respect and admiration makes it clear that he shares a common goal with them: to become better teachers for the betterment of their students. I have worked with many administrators who, because of the many diverse demands of the job, tend to lose sight of their ultimate mission. Not Andrew. He is constantly focused on a singular goal of helping students achieve success and mature as human beings.

Over the ten years in which I have known Andrew, I have witnessed his leadership skills evolve. Andrew is a team player. He seeks input from both parents and students. An example of this was his creation of the Principal's Advisory group where he meets once a month with students either before or after school about "pressing" issues concerning them or issues within the school from which he seeks

student input. This group has been instrumental in creating new policy and bettering the culture of the school. Another example is our "Coffee with the Principal" event. This is a forum in which Andrew presents a topic of interest (i.e.; prom, climate and culture in the school, etc.) and parents have an opportunity to discuss the topic with him in a small group/ informal atmosphere. This has become so successful that what used to be a once a year event, now occurs five to six times a year! Both of these programs require extra time on Andrew's part either before or after school in addition to his normal workday. Yet, in talking to Andrew it is evident that he feels the benefit to the school as a whole, where both the students and parents feel like they are being heard, far out ways the extra time he spends.

I have also had the pleasure of personally getting to know Andrew over the last ten years and have found him to be one of the most pleasant, warm and energetic people I know. To say that he is a "glass half-full" or a "people-person" would be a gross understatement. I have never met anyone more positive than Andrew Stephens. No matter the situation, he is effusive in his passion for life and it rubs off on everyone he meets. I have never had a meeting or even a conversation with him where I did not walk away in a better state-of-mind than when I entered the room. You cannot help but be impacted by him because his enthusiasm is infectious. He has made a profound impact on my life and the lives of so many others in our town. I am a truly a better person for knowing him.

Yet despite his impressive resume of accomplishments and all the many great traits of which I have written, I think the one thing that should not be overlooked about him is his dedication to his students. I have witnessed countless times the many great personal sacrifices he has made to support his students. Even with a family of his own, he takes the time to attend Duxbury sporting events, concerts, and plays; not because he is obligated to, but because he is dedicated to his craft and to his students and he wants to demonstrate his loyalty to them. And in doing so, he earns that loyalty from them in return, which I believe has been one of the many great keys to his success. I think I speak for the vast majority of our school community when I state that I have never been more impressed with a principal than I have with Andrew Stephens.

Andrew is open, honest, fair and trustworthy which has earned him a reputation in our town as a person with great integrity. Duxbury has had the great fortune of his leadership for many years and his departure would leave an unfillable void in our school system. Yet I can think of no one more deserving of a superintendent role than he. Any school system would be extremely lucky to have Andrew's leadership and any town would be greatly enriched by his presence. Therefore, it is with great pride and tremendous confidence that I strongly recommend Andrew Stephens as I am confident that Andrew will not only be successful, but he will thrive as your Assistant Superintendent.

Warm regards,

**Patricia A. Guilfoile**

PRESIDENT, DUXBURY HIGH SCHOOL PTO

Julia B. Adams  
22 Bay Farm Road  
Duxbury, MA 02332  
Date: December 21, 2016

It is with great pleasure that I write this letter in support of Andrew Stephens for an Assistant Superintendent position. I have known Andrew since September 2012, when my daughter started ninth grade at Duxbury High School and I joined the DHS School Council as a parent representative. I served on School Council with Andrew for a total of three and a half years, and as co-chairman for two and a half of those years. In March 2016, I was elected to the Duxbury School Committee and have worked with Andrew in that capacity since then.

As a parent of two DHS students, I believe that Andrew and his administrative team have developed an outstanding educational environment at the school. Both my children have thrived at DHS in their individual ways, and tell me that, amongst administrators, Mr. Stephens is unique in being uniformly popular with students. This is not an insignificant accomplishment, given how demanding of adults this particular age group can be.

As a colleague, I have observed Andrew at close range while we worked together on a number of initiatives at DHS, and I wish to inform you of several attributes that I believe foster excellence in his work as a school administrator and educational leader.

First, Andrew makes a point to understand students' perspectives. When I first joined School Council, several of us relayed to Andrew our view that his efforts to develop school climate and culture would become most effective when students felt they had a voice in decision-making. Andrew took on our challenge with enthusiasm, engaging Student Council in a wider range of initiatives around student life, and launching his Principal's Advisory Group, to which any student could join. In addition, he has formed other, temporary student advisory groups to address specific issues, such as managing the move to the new combined middle school/high school building, 'personalizing' the new school building, and researching student stress.

I believe Andrew has been successful in engaging DHS students because he is an extremely effective listener: he listens to understand, not simply to formulate a rebuttal. And this applies not only to students, but also to colleagues and parents. We have had our fair share of acrimonious debates in School Council and School Committee, and Andrew has been required to follow through on some unpopular decisions. It is my experience that, even in highly charged discussions around controversial topics, Andrew consistently shows patience and equanimity, taking time to articulate his principles and priorities, clarify the details of opposing views, identify areas of consensus, and lead our progress towards workable outcomes.

Furthermore, I believe that Andrew's success in leading DHS hinges on another valuable aspect of his character: he is humble enough to embrace and act on good ideas even when

they aren't his own, or those of a "professional" or an "expert". This, coupled with his affable personality, means that Andrew is able to gather in students, teachers, and parents to participate in brainstorming, decisions, and actions around school initiatives, communicating to them all that they are valued members of the school community.

We have been fortunate to have had Andrew's leadership at DHS for the past ten years and I believe that he is now ready to demonstrate his effectiveness in a broader, district-wide administrative position. I recommend him without reservation.

Please feel free to contact me at [adamsjuliab@comcast.net](mailto:adamsjuliab@comcast.net) or (781)-422-3358 should you have any questions or require additional information.

Very truly yours,  
Julia B. Adams  
Member, School Committee  
Duxbury Public Schools

December 4, 2016

Dear Madam or Sir:

It is with great pleasure that I give my strongest recommendation to Andrew Stephens for an Assistant Superintendent position. As a Duxbury High School parent and active volunteer, I have known Andrew for ten years and have seen his passion and integrity first-hand on many occasions. I can firmly attest that his commitment, knowledge and competence put him in a league by himself.

Andrew has been a hands-on principal over the past decade at Duxbury High School. He starts his day directing traffic, interacting with students, staff and faculty alike, and he is out in the school throughout the day. He routinely attends sporting events, plays, and concerts, and he knows nearly every student by name. Since I've known him, Andrew has warmly welcomed several exchange students each year from around the world to create an atmosphere of global awareness. He connects with students on a personal level and is always interested in getting feedback on what is working and what needs improvement. He hosts a student advisory group to get feedback on everything from cafeteria offerings, social events, music selections to play during passing time on Fridays, and curriculum. After each of my two of my sons graduated from Duxbury High School and returned for a sibling's concert, he asked them how they felt prepared for college and what needed strengthening. Andrew is a great listener and is always seeking to ameliorate the academics and culture of his school.

During these challenging times, Andrew has strived to create a culture in the high school of both excellence and trust. Our district has not been immune to teen problems, but I have felt confident in Andrew's ability to treat delicate situations with a dignified and thoughtful approach. When my teenager needed to speak up about a distressing issue, Andrew handled it with great sensitivity and discretion, even ensuring that she was called to the Guidance Department rather than the main office to spare her feeling any embarrassment. His inspirational speech at graduation last June detailed his nephew's circuitous path to successful completion of medical school. The hope-filled message resonated with the audience of students and adults alike, encouraging those who have been derailed to get back on track. He puts students first and cares passionately about them personally, not simply the metrics of assessments.

Our town opened a new co-located middle and high school two years ago after many years of operating two schools with sub-par conditions. I was deeply impressed by the thoughtful consideration of space planning and limited resources Andrew and the rest of the team juggled for years leading up to the override and during the construction. It was no small feat to garner community support among a growing senior population for such an expensive project. After years of dedicated work, the new school opened - complete with a seamless one-to-one technology rollout for 1100 high school students. Any of these challenges might have been overwhelming for another principal, but Andrew viewed it all as do-able. Great communication and team work were essential to the success of it all, both qualities which Andrew possesses in abundance.

As a manager at the Duxbury Senior Center, I have witnessed Andrew work tirelessly to engender community support for the new school through several initiatives. This Fall the high school collaborated with the Senior Center to host a very successful Meet the Candidates event which brought members of the community to the school to learn alongside students about issues from a dozen state and local candidates. In November, Andrew spearheaded a new bi-annual Seniors Back to School program to invite senior citizens to the new school for a day to

shadow students and learn about how technology has changed learning and teaching styles. He spent a morning with the seniors touring the building, taking them to music classes, sharing a robotics demonstration, and then had lunch and a roundtable discussion with them after they attended class with their students. Doubters became believers and there is a wait list for the next Seniors Back to School date in the Spring. The intergenerational collaborations between the high school and Senior Center have brought deeper understanding and cooperation between both demographics.

At heart, Andrew is a teacher. Recognizing the need for our students to be prepared for life beyond high school, Andrew fully supported and collaborated with the Math Department Curriculum Supervisor to launch the Credit for Life financial literacy fair to the senior class. The fair gives students a real life look at budgeting and making ends meet once they are working. Andrew spends the day of the fair spinning the "Wheel of Life" for each student to see what random event - negative or positive - will impact their wallet. While many administrators might pass through, Andrew is there from beginning to end, greeting both community volunteers and students, and inquiring how the students are managing. He is innovative and invested.

In closing I will say that it will be a great loss to Duxbury to see as energetic, dedicated and dynamic professional as Andrew leave. He is a great credit to our district and has unlimited potential to improve education wherever he goes. Please feel free to contact me to discuss Andrew Stephens further.

Best wishes,

Christine Coakley  
Duxbury Senior Center - Manager of Volunteer Services  
781-934-5774 ext. 5714  
[chriscoakley@duxburycoa.com](mailto:chriscoakley@duxburycoa.com)

42 Oak Street  
Bridgewater, MA 02324

To Whom It May Concern:

It is my pleasure to recommend Andrew Stephens as a candidate for a leadership position in your school district. I first met Andrew eight years ago. Andrew was a finalist for the position of principal at Duxbury High School and I was a part of the selection committee. The other candidate had a wealth of educational experience as well as years spent in leadership positions. Andrew had teaching experience and experience as both an assistant principal and a middle school principal. It seemed the clear choice was the other candidate. However, in interviewing Andrew the entire committee was struck by his passion for education and his collaborative vision for working with his staff. We felt strongly that Andrew would bring an infectious enthusiasm to Duxbury High School that would reinvigorate academics as well as overall school spirit. He was our overwhelming choice. As the selection process continued, Andrew met with the staff and won them over with his ability to communicate and his open and honest responses to staff questions. In the intervening years I have never regretted my role in that selection process. Andrew Stephens has been an exceptional leader in the Duxbury school system.

During Andrew's first year in Duxbury he underwent trial by fire. Early in the fall our community suffered a catastrophic loss with a terrible car accident involving a number of students. There was a fatality. Andrew successfully helped the entire school community to come together to mourn and to celebrate the life lost. He effectively navigated a difficult situation and helped the students, faculty, and the Duxbury community to come to terms with a senseless tragedy.

Through the years I have seen Andrew use this sensitivity to deal with all sorts of difficult situations from personnel disputes to student issues. One of his greatest strengths is his ability to listen to all sides of a problem and make a considered and thoughtful response that, while it may not appease all parties, at least lets all parties feel that they have been heard. Andrew is not afraid to make the tough decisions that come along with a leadership role in education.

In my role as world language supervisor I had first hand dealings with Andrew on a wide variety of matters that included personnel hiring and dismissal, budget, school accreditation, district determined measures and data collection, and curriculum development and implementation. While I did not always get what I asked for, I found Andrew to be willing to listen and felt confident that he made the best decisions based on the "big picture" of the entire school and the school district. He is a natural leader who is not afraid to make and stand by his decisions.

I recommend Andrew Stephens without reservation. In my 34 years in education I have worked with a number of different administrators. I have truly enjoyed working with Andrew. I have seen him grow into a strong and decisive leader over



the course of the last eight years. He has a wealth of knowledge and experience that would benefit any school district. If I can provide you with any further information, please do not hesitate to contact me.

Sincerely,

Donna Holt  
Retired World Language Supervisor  
Duxbury Public Schools  
Duxbury, MA  
[Donnamholt12@gmail.com](mailto:Donnamholt12@gmail.com)  
508-697-2064

# Mr. Jonathan S Bourn

## Contents:

1. Online Application
2. Attachment: Certificate
3. Attachment: Cover Letter
4. Attachment: MTEL Results
5. Attachment: Resume
6. Attachment: Transcripts
7. Attachment: Transcripts p. 2
8. Attachment: Transcripts p. 3
9. Attachment: Transcripts p. 4
10. Attachment: Transcripts p. 5
11. Reference Letter: Reference Letter
12. Reference Letter: Reference Letter
13. Reference Letter: Reference Letter p. 2
14. Reference Letter: Reference Letter

Prepared for: Kari Grossman  
Lexington Public Schools  
Jun 8, 2017 7:02 AM

## Lexington Public Schools Online Application

Bourn, Jonathan - AppNo: 30260

Date Submitted: 5/29/2017

### Personal Data

**Name:** Mr. Jonathan S Bourn  
(Title) (First) (Middle Initial) (Last)

Other name(s) under which transcripts, certificates, and former applications may be listed:

**Other:** (Title) (First) (Middle Initial) (Last)

**Email Address:** jsbourn7@yahoo.com

### Postal Address

#### Permanent Address

Number & Street:  
Apt. Number:  
City:  
State/Province:  
Zip/Postal Code:  
Country: United States of America  
Daytime Phone:  
Home/Cell Phone:

#### Present Address

Number & Street:  
Apt. Number:  
City:  
State/Province:  
Zip/Postal Code:  
Country:  
Phone Number:

### Employment Desired

#### Open Vacancy Desired:

JobID: 2102 Administration: Principal - REPOSTING at Lexington High School

Date Last Submitted  
5/29/2017

Experience in Similar Positions  
2 years

#### Position Desired:

Administration  
1. Principal

Experience in Similar Positions  
2 years

### Experience

Please list ALL relevant work experience beginning with the most recent.

Current or Most Recent Position		Employer Contact Information		Supervisor/Reference Contact Information	
Norwood Public Schools Principal		275 Prospect Street Norwood, MA 02062 7814550448		James Hayden jhayden@norwood.k1.ma.us	
Date From - Date To:	07/2015 - 06/2018	Full or Part Time:	Full		
Reason for Leaving:	Looking to join a community that supports its public schools and celebrates its diversity.				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	<ul style="list-style-type: none"> <li>â€¢ Created and implemented Norwood High School's 2016-2018 School Improvement Plan</li> <li>â€¢ Compiled and presented annual budget to school committee in collaboration with department heads.</li> <li>â€¢ Created the Master Schedule for the 2017-2018 school year in the Aspen student information system.</li> <li>â€¢ Revised and reorganized the 2016-2017 Student Handbook</li> <li>â€¢ Revised and reorganized the 2017-2018 Program of Studies</li> <li>â€¢ Created and led 10 hour professional development in mastery objectives for all instructional staff</li> </ul>				

## Lexington Public Schools Online Application

Bourn, Jonathan - AppNo: 30260

Date Submitted: 5/29/2017

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

- â€ Focused all staff meetings on teaching and learning.
- â€ Collaborated with department chairs, faculty senate and school council to revise Norwood High Schools' Homework Philosophy and Guidelines, Attendance Procedures, and Cell Phone procedures.
- â€ Initiated and planned two Challenge Day events to introduce Social Emotional Learning and positive school culture to Norwood High School.
- â€ Supervised and evaluated staff using the standards and indicators established by the MA DESE Teacher Rubric using TeachPoint
- â€ Created the Master Schedule for the 2017-2018 school year in the Aspen student information system.
- â€ Served on the Norwood Public School's Technology Integration Team in conjunction with the TEC collaborative

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Needham Public Schools Assistant Principal/Interim Principal		1330 Highland Ave Needham, MA 02492 781-455-0400		Dr. Dan Gutekanst  dan_gutekanst@needham.k12.ma.us	
Date From - Date To:	07/2010 - 06/2015	Full or Part Time:	Full		
Reason for Leaving:	Accepted Principal position at Norwood High School				
May we contact this employer?	Yes				
Responsibilities/ Accomplishments at this Position	<ul style="list-style-type: none"> <li>â€ Case load of 600-700 students and 150 professional staff.</li> <li>â€ Built master schedule for 2012-2013 &amp; 2013-2014 school year.</li> <li>â€ Organized MCAS test administration for the 2010-2011 school year.</li> <li>â€ Administrative liaison to the Connections Academic Program for the 2013-2014 &amp; 2014-2015 school year.</li> <li>â€ Co-chair of the NEASC Follow-Up Committee.</li> <li>â€ Member of the school and district Social, Emotional Learning (SEL) committee.</li> <li>â€ Liaison to the Needham Youth Coalition for Substance Abuse Prevention.</li> <li>â€ Coordinated online learning opportunities for high school and middle school students.</li> <li>â€ Created summer STEM Academic Enrichment Program and Credit Recovery program.</li> <li>â€ Liaison to Needham Steps Up, a local charity that helps economically disadvantaged students.</li> <li>â€ Amended attendance policies and procedures to address state reporting needs, and prevent our most vulnerable student populations from losing credit.</li> <li>â€ Created and instructed Needham High School's new teacher induction program.</li> <li>â€ Instructed Professional Staff on â€ Mastery Objectivesâ€ for two in-house workshops.</li> <li>â€ Created Needham High School's alternative grading options for students with interrupted instruction.</li> <li>â€ Co-Teacher of the 'Be the Change' leadership class.</li> <li>â€ Co-Teacher of Film Studies elective course.</li> <li>â€ Member of the Unit A and Unit B alternative compensation study committees.</li> <li>â€ Member of the Unit B negotiations committee.</li> <li>â€ Interim Principal May-June 2015.</li> </ul>				

## Lexington Public Schools Online Application

Bourn, Jonathan - AppNo: 30260

Date Submitted: 5/29/2017

### Experience Continued

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Abington Public Schools Assistant Principal		171 Adams Street Abington, MA 02351 781-982-2190		Teresa Sullivan teresasullivan@abingtonps.org	
Date From - Date To:	07/2006 - 06/2010	Full or Part Time:	Full		
Reason for Leaving:	Accepted assistant principal position at Needham High School.				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	<ul style="list-style-type: none"> <li>â€¢ Annually observed and evaluated half of the professional staff of the high school.</li> <li>â€¢ Chairperson of the School Climate Focus Group.</li> <li>â€¢ Member of the Student Support Team and Crisis Response Team.</li> <li>â€¢ Served on NEASC Instruction sub-committee &amp; Steering Committee for spring 2009 accreditation visit.</li> <li>â€¢ Created and implemented 'Walkthrough Wednesday' peer observation model.</li> <li>â€¢ Created and chaired 'Civic Forum' current events discussion group.</li> <li>â€¢ Revised Student Handbook annually with input from students, staff and community.</li> </ul>				

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Brockton Public Schools Social Studies Teacher/Floor Teacher		43 Crescent Street Brockton, MA 02301 508-580-7000		Michelle Finnegan	
Date From - Date To:	09/1999 - 06/2006	Full or Part Time:	Full		
Reason for Leaving:	Accepted assistant principal position in Abington.				
May we contact this employer?	Yes				
Responsibilities/Accomplishments at this Position	<ul style="list-style-type: none"> <li>â€¢ Instructed courses in World History, Ancient World History, American Government, United States History, and Advanced Placement United States History at varied academic levels.</li> <li>â€¢ Served as a floor teacher in administrative support for the 2004-2005 and 2005-2006 school years.</li> <li>â€¢ Conducted searches, due process hearings, and administered school based sanctions while covering for the assistant housemaster.</li> <li>â€¢ Selected for and completed in-district administrative internship in the spring of 2006 working with the Director of Communication and Business Administrator in Central Administration.</li> </ul>				

## Lexington Public Schools Online Application

Bourn, Jonathan - AppNo: 30260

Date Submitted: 5/29/2017

### Experience Continued

<b>Previous Position Held</b>		<b>Employer Contact Information</b>		<b>Supervisor/Reference Contact Information</b>	
Boston College Graduate Assistant Supervisor		140 Commonwealth Ave Chestnut Hill, MA 02467 617-552-4200		Fran Loftus  frances.loftus@bc.edu	
<b>Date From - Date To:</b>	08/2000 - 05/2001	<b>Full or Part Time:</b>	Part		
<b>Reason for Leaving:</b>	Finished matriculation at Boston College				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/Accomplishments at this Position</b>	<ul style="list-style-type: none"> <li>â Observed and evaluated graduate and undergraduate education students during their pre-practicum experiences.</li> <li>â Facilitated placement and observations of demo lessons for students in Norwood high School, North Quincy High School, Quincy High School, and North Cambridge Catholic School.</li> <li>â Collected and provided feedback on journals from student teachers.</li> <li>â Acted as liaison between the school placement cooperating teacher and Boston College.</li> </ul>				

### Education

Please tell us about your educational background beginning with the most recent.

**High School Attended:** Coventry High School Coventry RI  
**Graduation Status:** H.S. Diploma

### Colleges, Universities and Technical Schools Attended:

Name and location	Dates Attended: From - To	Major area of study and number of semester hours	Minor area of study and number of semester hours	Degree	Date Conferred or Expected
MA - University of Massachusetts, Amherst	09/1994 05/1998	History Hrs:	Hrs:		05/1998
MA - Boston College	09/2000 12/2001	Curriculum & Instruction Hrs:	Hrs:		12/2001
MA - Massachusetts State University, Bridgewater State University	09/2004 06/2006	Educational Leadership Hrs:	Hrs:		05/2006

<b>Overall GPA</b>	<b>Undergraduate</b> 2.74/4	<b>Graduate</b> 3.86/4
<b>Major GPA</b>	/4	/4
<b>Highest Degree Attained</b>	<b>Number of graduate hours beyond your highest degree:</b>	<b>Grad Program Of Study</b>
MA/MS/etc.	24	Curriculum & Instruction

**List honors, awards or distinctions you have earned:**

## Lexington Public Schools Online Application

Bourn, Jonathan - AppNo: 30260

Date Submitted: 5/29/2017

### Licensure

Do you hold National Board for Professional Teaching Standards certification? **No**

Do you hold or anticipate a Massachusetts license? **License is held**

Type	License Number	Expiration Date	Status
Administrative (School Principal/Assistant School Principal (9-12))	370254	03/07/2022	Current
Teacher (Initial, History (5-8), History (8-12))	370254	07/19/2004	Current

Please list any other endorsements and/or verifications documented on your license(s):

Do you hold a current out-of-state license? No

State	Type	License Number	Expiration Date	Current?

List your out-of-state certified teaching/administration fields:

### Language Skills

Do you know any language other than English? Yes

Language(s): Spanish  
Oral Level: Polite  
Written Level: Polite

### Professional References

	Reference 1 of 3	Reference 2 of 3
Name:	Dan Gutekanst, Ed. D.	Tom Camobell
School/Org:	Needham Public Schools	Needham Public Schools
Current Position:	Superintendent	Director of Human Resources
Home Phone:		
Cell Phone:		
Work Phone:	781-455-0400x203	781-455-0400
Mailing Address:	1330 Highland Ave Needham, MA 02492	1330 Highland Ave Needham, MA 02492
Email:	dan_gutekanst@needham.k12.ma.us	tom_campbell@needham.k12.ma.us
Relationship to Candidate:	Superintendent/Supervisor	Supervisor
Years Known:	7	7

type:(Mail) mode:(All data) [Exclude drafts] s

Vault



Share



## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ [School-com] LHS Principal Interviews Tomorrow

[Print all](#)mczajkowski to school-com [show details](#) [print](#) [original](#) Apr 3 

Sandro, Eileen, Jessie, Kate, Kathleen

The attached information will be shared with the LHS faculty today.

Mary

---

**Attachments —****Attach0.html** (1 KB) [Download](#)**Attach1.txt** (172 bytes) [Download](#)**LHS Principal Public Interview 04.04.17.pdf** (254 KB)[Download](#)**LHS Principal Site Visit 04.04.17.pdf** (252 KB) [Download](#)





# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

---

Mary Czajkowski, Ed.D.  
*Superintendent of Schools*

(781) 861-2580, ext. 68040  
email: [mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

## LEXINGTON PUBLIC SCHOOLS

### LEXINGTON HIGH SCHOOL PRINCIPAL SEARCH

**PUBLIC PRINCIPAL INTERVIEW**  
Science Lecture Hall, Lexington High School  
Tuesday, April 4, 2017, 6:00-9:00 p.m.

**Open to the public**

---

6:00 p.m.	Welcome – Dr. Mary Czajkowski, Ed.D, Lexington Superintendent of Schools
6:15-7:00 p.m.*	Lisa Mobley, Principal of King Philip Regional High School, MA
7:10-7:55 p.m.*	John Murray, Associate Principal of Lexington High School, MA
8:05-8:50 p.m.*	Robert Shaw, Principal of North Quincy High School, MA
8:50-9:00 p.m.*	Closing

\*Times are approximate

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share

## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ Re: LHS Site Visit Team

[Print all](#)strach to queenin, ejay, Suzan [show details](#) [print](#) [original](#) Apr 2

Dear Eileen, Martha, Suzanne and Nicole,

Thank you for serving on the LHS principal site visit team this week.

I am writing to resend you the Site Visit schedule (please see below and attached), as well as potential site visit questions. Team members are invited to select one question to ask for each focus group. I welcome additional questions by email through the end of day today.

We will meet at the main office of each school. Addresses are as follows:

\*King Philip High School, 201 Franklin St,  
Wrentham, MA 02093

\*Lexington High School, 251 Waltham St, Lexington,  
MA 02421

\*North Quincy High School, 316 Hancock St, North  
Quincy, MA 02171

Please do not hesitate to let me know of questions. Looking forward to seeing you tomorrow at King Philip at 10 am.

Sincerely,  
Sandy

---

Sandra A. Trach  
Special Assistant to the Superintendent  
Lexington Public Schools  
146 Maple Street  
Lexington, MA 02420



# Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

---

Mary Czajkowski, Ed.D.  
*Superintendent of Schools*

(781) 861-2580, ext. 68040  
email: [mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)  
fax: (781) 863-5829

## LEXINGTON PUBLIC SCHOOLS

### LEXINGTON HIGH SCHOOL PRINCIPAL SEARCH

**SITE VISIT AGENDA**  
**Tuesday, April 4, 2017, LMC**

**Open to Lexington High School Administrators, Faculty, Staff and Students**

---

8:00 a.m.-9:30 a.m.	Lisa Mobley, Principal of King Philip Regional High School, MA
9:45 a.m.-11:15 a.m.	John Murray, Associate Principal of Lexington High School, MA
11:30 a.m.-1:00 p.m.	Robert Shaw, Principal of North Quincy High School, MA

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share

## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

beginning of the letter

Print all

jmurray to mczajkowski [show details](#) [print](#) [original](#) May 2

This is a very very rough draft of a letter to families. It needs work and I'm sorry that I have to run after the meeting today.

Dear LHS Families,

As you know, Principal Robert Shaw withdrew his candidacy for the principal position at Lexington High School this past Monday. Last evening, John Murray and I met to discuss the search process and share important feedback with one another. At the end of the meeting, I offered the high school position to John on an interim basis. After much thought and deliberation, John respectfully declined the offer this morning. He is thankful to the Superintendent for the opportunity, but felt that the position is not a good fit for him at this time. John explained that as he reflected upon the results of the principal search process, he thought about all of things in life that he is thankful for: wife, kids, great job in an amazing school working with an outstanding staff and students, etc. and was at peace with the decision. When this new opportunity arose, John reflected upon these things and decided that balance in his life is more important than being the principal (I don't know, struggling here). Though he will not take on the role of principal, John is committed to working with the next principal and the LHS community towards achieving the school and the district's goals.

(This is what I have as of 3. I'm sorry I didn't get further.)

type:(Mail) mode:(All data) [Exclude drafts] se

Vault

Share

Principal Search 2017



Holds

Search

Principal Candidates OR Pri

Export

Fwd: New Comment Received

[Print all](#)

donotreply to mczajkowski   [show details](#)   [print](#)   [original](#)   May 25

YOU HAVE RECEIVED THE FOLLOWING DIALOGUE:

INTEREST AREA	SUBJECT
Input, Comments & Feedback for Lexington Public Schools	LHS Principal
RECEIVED	STATUS
May 25, 11:49 AM	Unopened
CUSTOMER NAME	CUSTOMER
	Community M

ORIGINAL MESSAGE

In light of Robert Shaw's withdrawal, please, please, please principal of LHS. He is the one the faculty and students wa

[View Dialogue in Let's Talk!](#)

LET'S TALK! POWERED BY K12 IN

Attach0.html (5 KB) [Download](#)

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share

## Principal Search 2017

Holds

Search

✉ LHS Principal Candidates' Profiles

Print all

Principal Candidates OR Pri

Export

strach to mczajkowski [show details](#) [print](#) [original](#) Apr 3

I am pleased to share briefly each candidate's most recent professional background:

**Lisa Mobley** - Dr. Lisa Mobley is currently the Principal of King Philip Regional High School in Wrentham, MA. She has served as principal there for the last 5 years. Previous to this, Lisa was the Associate Principal of King Philip Middle School for 3 years. She began her career in education as a high school Guidance Counselor and School Adjustment Counselor.

**John Murray** - Dr. John Murray is currently the Associate Principal of Lexington High School. He has served as the associate principal at LHS for the last 3 years. Previous to this, John was the Dedham High School Assistant Principal for 7 years. He began his career in education as a high school Social Studies teacher.

**Robert Shaw** - Mr. Robert Shaw is currently the Principal of North Quincy High School in Quincy, MA. He has served as principal there for the last 5 years. Previous to this, John was the Assistant Principal of North Quincy High School for 3 years. He began his career in education as a high school English teacher.

type:(Mail) mode:(All data) [Exclude drafts] si

Vault

Share

## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ Re(2): Fwd: Flight

🖨 Print all

idailey to mczajkowski, strach [show details](#) [print](#) [original](#) Mar 2

Hi Dr. C,

If paying to transport prospective candidates is desired, adding it the HYA invoice is the way it should be handled.

Sandy, HR is overseeing this purchase order as it is a recruitment. They will need to process a supplemental requisition for these additional services that were not included in the base, no money is encumbered for this activity. If there are more candidates, the purchase order should be adjusted upward to accommodate the others.

Thanks,

Ian L. Dailey

Assistant Superintendent for Finance and Operations

~Chief Procurement Officer for the School Committee

Lexington Public Schools

146 Maple St.

(Access via 328 Lowell Street)

Lexington, MA 02420

office: 781.861.2580 x68061

fax: 781.861.2560

email: [idailey@sch.ci.lexington.ma.us](mailto:idailey@sch.ci.lexington.ma.us)

web site: <http://lps.lexingtonma.org/>

**Mary Czajkowski on Saturday, March 18, 2017 at 1:33 PM  
-0400 wrote:**

Ian

You okay with this? Charlie is one of the LHS principal candidates. Flying in from Indiana.

**Sandra Trach writes:**

I'm working w Randy to fly Charlie Schlegel in. See below. How about HYA adds to invoice? It'll be much easier to process since we cannot reimburse an individual.

type:(Mail) mode:(All data) [Exclude drafts] s

Vault



Share

## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

Best,  
Sandro Alessandrini

Sent from my iPhone

On Mar 16, 2017, at 10:11 PM, Jha, Ishika  
<[ <mailto:20jha2@lexingtonma.org>  
]20jha2@lexingtonma.org> wrote:

Hello,

My name is Ishika Jha, and I am a staff writer for Lexington High School's The Musket. My partner and I are writing an article about the process of picking the new principal for the high school, and we were hoping to contact someone involved for a quick interview on the whole process. I was hoping to know if there was someone I could interview on the school committee that is involved, or if there is anyone else you know of that I may contact to schedule an interview.

Thank you so much!  
Ishika Jha

<Attach0.html>

Attach0.html (8 KB) [Download](#)



## Re: Second principal search timeline

email: "barkinglobster@gmail.com"

To: email: "mczajkowski@sch.ci.lexington.ma.us"

Thursday, June 15, 2017 at 12:24:30 PM Eastern Daylight Time

Thank you for the speedy and informative reply.

Tom

On Thu, Jun 15, 2017 at 10:11 AM, Mary Czajkowski <[mczajkowski@sch.ci.lexington.ma.us](mailto:mczajkowski@sch.ci.lexington.ma.us)> wrote:

Tom

Attached is the accelerated and revised timeline.Â As a result of the paper screening and the application of two very qualified and experienced principals, I revised the timeline to ensure that these two applicants could be interviewed by a search committee prior to the end of this school year.

The search committee interviews both candidates on Friday, June 9.Â I continued to monitor applications through June 9 and if additional qualified applicants applied through Friday, I would have interviewed them.Â The site visits were then conducted by me and members of the search committee on Monday, June 12 and Tuesday, June 13.Â The site team unanimously recommended Mr. Andrew Stephens.Â I then conducted background CORI/SORI checks and references. Â

I hope this information is helpful.Â Please contact me if you have additional questions.

Dr. Czajkowski

Tom Mitchell <[barkinglobster@gmail.com](mailto:barkinglobster@gmail.com)> writes:

Hi SuperintendentÂ Czajkowski,

I've been following along as the LHS Principal search has evolved. Today's announcement of a new principal confused me because the timing disagrees with the published "Principal Search Timetable" published on May 25 when the second search was getting underway. In that timetable, paper applications were to be screened June 12 - 14. Yet we have a new principal announcement on June 15.

Can you please provide an updated principal search timetable so that I can understand the process that was undertaken between May 25 when the LHS Principal position was reposted and June 15 when the hiring of Principal Stephens was announced?

---

Thank you,

Tom Mitchell

25 Fletcher Ave.

Lexington, MA 02420

As of July 1, 2017 my new email address will be [mczajkowski@lexingtonma.org](mailto:mczajkowski@lexingtonma.org)

---

**Attachments:**

**Attach0.html** 5.4k

---

type:(Mail) mode:(All data) [Exclude drafts] s

Vault

Share

## Principal Search 2017

Holds

Search

✉ Thank you!

🖨 Print all

Principal Candidates OR Pri

mczajkowski to jday

[show details](#) [print](#) [original](#) May 2

Export

Jane

Thank you for your email and interest in serving as the short term interim LHS principal. It would be greatly appreciated for you to take on this position until we are able to hire a permanent principal for LHS. If you have the time, I would like you to participate on the LHS Principal Search Committee. I believe this would be very helpful in the selection and transition process.

I am very grateful for your willingness to step up in the interim. Please schedule a time with Sara Calvino to meet with me next week to discuss the interim position. Enjoy the Memorial Day weekend!

Dr. Czajkowski

**Jane Day writes:**

Dear Dr. Czajkowski,

Thank you for sharing the update on the process of hiring a principal for LHS today.

As you know, I have principal experience: four years as Mashpee High School Principal. Prior to that I had four years in the Assistant Principal role at Mashpee High, and an additional two years at Stoughton High School. Those experiences were excellent learning times for me, and I treasure that experience. I do not, however, wish to be permanently placed as a principal, but I would consider a short term interim to help LHS stay afloat until a full time person can be hired.

I would be happy to meet with you to discuss this further.

type:(Mail) mode:(All data) [Exclude drafts] si

Vault



Share

## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ LHS Principal Search

[Print all](#)

mczajkowski to noreply

[show details](#) [print](#) [original](#) May 30

Colleagues,

Last Thursday, the Lexington High School principalship position was reposted to our district website and other job posting sites including Education Week. As I shared previously, Lexington Public Schools is conducting the search on our own and without a search firm.

I am writing to invite faculty and staff interest in serving on the interview committee. Please see the attached search timeline. Please be aware that these dates represent a projection and are subject to change.

Additionally, since this is a new search process, I am asking for a new interview committee panel.

Please e-mail Sara Calvino [scalvino@lexingtonma.org](mailto:scalvino@lexingtonma.org) your interest in writing no later than Tuesday, June 6, end of day.

Please do not hesitate to contact me directly with questions.

Dr. Czajkowski

As of July 1, 2017 my new email address will be [mczajkowski@lexingtonma.org](mailto:mczajkowski@lexingtonma.org)

LHS Principal Timetable 05.25.17.pdf (252 KB) [Download](#)

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share

Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ Sample Message to LHS Parents

Print all

strach to mczajkowski

[show details](#) [print](#) [original](#) May :**SAMPLE MESSAGE & ATTACHMENT TO BE  
SENT OUT TO LHS PARENTS (VIA  
BLACKBOARD EMAIL ONLY) - TUES. MAY 30**

May 30, 2017

Dear LHS Parents and Guardians,

Last Thursday, the Lexington High School principalship position for July 1 was readvertised. Lexington Public Schools will conduct this new search on our own and without a search firm.

I am writing to seek LHS parents and guardians to serve on the interview committee. Please see the attached search timeline. These dates represent a projection and may be subject to change.

Additionally, since this is a new search process, I am seeking new membership on the interview committee panel.

Parents and guardians are asked to kindly submit their interest in writing to Sara Calvino, Executive Assistant to the Superintendent [scalvino@lexingtonma.org](mailto:scalvino@lexingtonma.org) no later than Tuesday, June 6.

Please do not hesitate to contact me directly with questions. Thank you for your consideration.

Respectfully,  
Dr. Czajkowski

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share

## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ SC member for principal search

[Print all](#)alessandrini to mczajkowski [show details](#) [print](#) [original](#) May 30

Mary,

Eileen would like to continue as our representative on the search committee. The July 6 final date will be a problem for her but I am certain that date is flexible since it is after July 4th holiday.

Thanks.

Sandro

Sent from my iPhone

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share

## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ Emails for LHS Search Committee Interest

[Print all](#)

strach to scalvino

[show details](#) [print](#) [original](#) May 30

Hi Sara,

Dr. C is releasing emails to LHS staff and parents today that solicit new interest in serving on the LHS principal search committee. Interested staff and parents will email you at your lexingtonma account.

Many thanks!  
Sandy

As of July 1, 2017, my new email address will be [strach@lexingtonma.org](mailto:strach@lexingtonma.org)

---

Sandra A. Trach  
Special Assistant to the Superintendent  
Lexington Public Schools  
146 Maple Street  
Lexington, MA 02420

781-861-2580 ext. 68014  
[strach@sch.ci.lexington.ma.us](mailto:strach@sch.ci.lexington.ma.us)

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share



## Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ LHS Principal Search Timeline

[Print all](#)mczajkowski to klenihan [show details](#) [print](#) [original](#) May 31

Kathleen

Thank you for agreeing to serve on the LHS Principal search committee. Attached is a copy of the timeline. Please let me know if the schedule works for you.

Mary

As of July 1, 2017 my new email address will be [mczajkowski@lexingtonma.org](mailto:mczajkowski@lexingtonma.org)

---

LHS Principal Timetable 05.25.17.pdf (252 KB) [Download](#)



# Principal Search and Tech Search

---

email: "mczajkowski@sch.ci.lexington.ma.us"

Sunday, June 4, 2017 at 10:01:53 AM Eastern Daylight Time

To: email: "strach@sch.ci.lexington.ma.us"

Good morning Sandy

I will want to review with you tomorrow and finalize the interview dates and times for both LHS principal and tech director as we are getting down to the wire on time and dates. Would like to discuss with you tomorrow.

Slight change in my vacation schedule----I am planning to be here only the morning of June 15 (will take afternoon vaca) and will not be here morning of June 20 (half vacation day) but will be here in afternoon on June 20.

I have to attend a retirement party for Bill Sapelli (current Supt in Agawam) who I worked with for 10 years--- he was my Asst Supt. His retirement is in Wmass June 15.

Mary

As of July 1, 2017 my new email address will be [mczajkowski@lexingtonma.org](mailto:mczajkowski@lexingtonma.org)

type:(Mail) mode:(All data) [Exclude drafts] se

Vault



Share



Principal Search 2017

Holds

Search

Principal Candidates OR Pri

Export

✉ Re: LHS Principal Search

[Print all](#)tdarling to scalvino, mczajkowski [show details](#) [print](#) [original](#) May 31

Hi Sara!

I would really enjoy serving on this important search team. I have 21 years of classroom experience and my position at the high school as a Psychology and Race and Gender Teacher inform topics important to our community.

Best to you,

Tammy Darling, Social Studies Teacher  
Lexington High School  
251 Waltham Street  
Lexington, Massachusetts 02421

Appreciation is a wonderful thing. It makes what is excellent in others belong to us as well ~

Voltaire

---

## Principal Search?

---

email: "jantonucci@westwood.k12.ma.us"

Thursday, June 8, 2017 at 10:08:12 AM Eastern Daylight Time

To: email: "mczajkowski@sch.ci.lexington.ma.us"

Mary,

Do you have a few minutest to catch up about your search? I am curious to see where Andrew Stephen's stands. You might be causing me a lot of work this summer in Duxbury :)My cell is 617-462-5845 if you have a minute.Â

Hope all is well. Talk soon.

John

John J. Antonucci, Ed.D.,Â SuperintendentÂ

Westwood Public Schools

Tel: Â 781-326-7500 x1341

Follow us:Â [District Website](#)Â |Â [Facebook](#)Â |Â [Twitter](#)Â |Â [WHS LinkedIn](#)

--  
Please be advised that the Massachusetts Attorney General has determined that email is a public record.

---

### Attachments:

Attach0.html 1.5k

---

## Principal Interview Committee

---

email: "mczajkowski@sch.ci.lexington.ma.us"  
To: email: "scalvino@sch.ci.lexington.ma.us"

Sunday, June 4, 2017 at 10:00:07 AM Eastern Daylight Time

Sara

Once you finalize the staff and parents interested in serving on LHS Principal search committee, please email these names to both Sandy and me. I will want to review these names with Sandy tomorrow.

Mary

As of July 1, 2017 my new email address will be [mczajkowski@lexingtonma.org](mailto:mczajkowski@lexingtonma.org)

---

# LHS Principal Search - Interview Committee Letter of Interest

---

email: "deborahrourke@aol.com"

Friday, June 2, 2017 at 1:15:26 AM Eastern Daylight Time

To: email: "mczajkowski@sch.ci.lexington.ma.us" , email: "scalvino@lexingtonma.org"

Dear Dr.Czajkowski,

I would like to express my  
interest in serving on the newly formed principal search interview committee.

I will bring experience,  
knowledge, perspective and a deep commitment to supporting our schools and our students  
to my role as a committee member.

I understand what makes  
Lexington tick. In addition to having grown up in town, I have spent the past  
20 years as a community leader supporting our schools.

I have two children who graduated from LHS and I am the parent of a current sophomore.

I am currently serving as a Vice President of the LHS PTO Executive Board for my 5th year.

---

I was the President of the Lexington Education Foundation for 3 years and serving for a total of 7 years as a board member.

I also chaired the PTA Presidents Council (PPC) for two years setting a tone of cooperation and collaboration which continues to the present.

I served on the search committees for the current principal of Fiske School and the former principal of Diamond. I also served on the Diamond site council.

I have worked on every town-wide "YES FOR OUR SCHOOLS" override and debt exclusion campaign for the past 10 years as either Fundraising Co-Chair or Outreach Co-Chair, connecting with hundreds of families.

I am also a past President of LexFun (formerly known as the Lexington Preschool PTA) an organizations that plans social, educational, recreational and charitable programming for 500+ families with young children.

As a parent of 3 LHS students and an LHS grad myself, as well as an involved school volunteer, I would appreciate the opportunity to participate in this important process.

Thank you for your consideration.

Deb Rourke

[deborahrourke@aol.com](mailto:deborahrourke@aol.com)

781.424.4276

---

**Attachments:**

**Attach0.html 6.1k**

**Principal Search Committee Letter of Interest - Deb Rourke.docx 15k**

---



# LHS Candidate Pool Summary

---

email: "strach@sch.ci.lexington.ma.us"

Sunday, June 11, 2017 at 10:07:00 PM Eastern Daylight Time

To: email: "mczajkowski@sch.ci.lexington.ma.us" , email: "mczajkowski@lexingtonma.org"

Mary,

Attached is a summary of the candidates who applied for the LHS principalship. There were 28 candidates: 25 of whom fully applied.

I have left notes in Applitrack that each were paper screened, and the stage that Jonathan and Andrew are in.

The position is closed on our webpage. Deadline was Fri. June 9. I hope this is helpful.

Thanks,

Sandy

---

**Attachments:**

**LHS Principal Search 2 Candidate Summary.docx** 130k

---

I'll be there.

Kathleen

On Jun 10, 2017, at 1:29 PM, Sandra Trach <[strach@sch.ci.lexington.ma.us](mailto:strach@sch.ci.lexington.ma.us)> wrote:

Dear Colleagues and Parents,

I am writing on behalf of Dr. Czajkowski to invite you to two days of site visits for the LHS principal candidates. The schedule is below. Please let me know as soon as possible if you are able to attend. Site visit team members provide their own transportation to/from the locations.

The purpose of each site visit is for the Superintendent to have an additional opportunity to interact with the candidates, view their schools, and engage with in-person references. Site visit members continue to serve in an advisory capacity to the Superintendent. Thank you for your time and support. If you are unable to attend due to the accelerated timeline and/or other commitments, I completely understand and thank you for your kind consideration.

Most sincerely,

Sandy

**Monday, June 12 - Andrew Stephens, Principal - Duxbury High School**

**Meet at:**

**Duxbury High School**

**71 Alden St.**

**Duxbury, MA 02332**

---

## Re(2): Site Visits - Mon. 6/12, Tue. 6/13

---

email: "strach@sch.ci.lexington.ma.us"  
To: email: "kathleenschoolcommittee@gmail.com"

Sunday, June 11, 2017 at 10:04:05 PM Eastern Daylight Time

---

Thank you Kathleen - see you tomorrow!

Have a good evening,

Sandy

As of July 1, 2017, my new email address will be [strach@lexingtonma.org](mailto:strach@lexingtonma.org)

---

Sandra A. Trach

Special Assistant to the Superintendent

Lexington Public Schools

146 Maple Street

Lexington, MA 02420

781-861-2580 ext. 68014

[strach@sch.ci.lexington.ma.us](mailto:strach@sch.ci.lexington.ma.us)

Kathleen Lenihan <[kathleenschoolcommittee@gmail.com](mailto:kathleenschoolcommittee@gmail.com)> writes:

**Office Tele: 781-934-7650**

10:00 -- Arrive and meet at main office

10:00-10:30 -- Tour of the building

10:30-10:50 -- Dr. Laurie Hunter, Asst. Superintendent (Superintendent - if available)

10:50-11:10 -- Guidance & AP & Athletic Director

11:10-11:30 -- Subject Supervisors

---

**Tuesday, June 13 - Jonathan Bourn, Principal - Norwood High School**

**Meet at:**

**Norwood High School**

**245 Nichols St.**

**Norwood, MA 02062**

**Office Tele: 781-769-2333**

11:30 -- Arrival

Site visit specifics under development - will be sent to Superintendent

1:00 -- Depart

As of July 1, 2017, my new email address will be [strach@lexingtonma.org](mailto:strach@lexingtonma.org)

---

**Sandra A. Trach**

Special Assistant to the Superintendent

Lexington Public Schools

146 Maple Street

Lexington, MA 02420

781-861-2580 ext. 68014

strach@sch.ci.lexington.ma.us