

Reading Public Schools

SUPERINTENDENT TRANSITION PLAN

PRESENTATION AGENDA

- ✕ Rationale
- ✕ Purpose
- ✕ Process
- ✕ Goals
- ✕ Objectives
- ✕ Research
- ✕ Major Findings
- ✕ Recommendations
- ✕ Next Steps

RATIONALE AND PURPOSE

- ✖ To develop a comprehensive picture of the Reading Public Schools
- ✖ Provide valuable data to make difficult decisions
- ✖ To provide a foundation for future goals, objectives, activities, and priorities

PROCESS

- ✖ Listen, Observe and Ask Questions
- ✖ Three Essential Questions
 - + Where are we?
 - + Where do we need to go?
 - + How will we get there?

GOALS

- ✖ To develop a deeper understanding of the community
- ✖ To develop a greater connection with the community
- ✖ To identify and examine the key issues
- ✖ To identify and prioritize the tasks
- ✖ To establish how tasks should be accomplished

OBJECTIVES

- ✘ Develop Professional Learning Communities
- ✘ Identify and Prioritize Key Issues
- ✘ Develop and sustain productive relationships
- ✘ Clarify roles and responsibilities
- ✘ Strengthen relationships
- ✘ Develop additional methods of communication
- ✘ Enhance public confidence and trust

RESEARCH

- ✕ Data Collection Began in July, 2010
 - + Interviews (Group and Individual)
 - ✕ Over 700 people interviewed
 - + Online Survey
 - ✕ 130 respondents
 - + School Visits
 - ✕ All schools visited on several occasions
 - + Community Forums
 - + Neighborhood Coffees
 - + Document Reviews
- ✕ Identified Patterns

PARTICIPANTS

- ✖ School Committee Members
- ✖ District Leadership Team
- ✖ Building Level Administrators and Directors
- ✖ Town Manager/Assistant Town Manager
- ✖ Town Department Heads
- ✖ Finance Committee Chair
- ✖ Association Presidents
- ✖ PTO/School Council/Neighborhoods
- ✖ Staff
- ✖ Community Organizations
- ✖ Parent Booster Organizations
- ✖ Reading Clergy Association
- ✖ Community at Large
- ✖ Students

FOCUS QUESTIONS

- ✘ What are you most proud of in the Reading Public Schools?
- ✘ What do you want to preserve most in the Reading Public Schools?
- ✘ What has gone well in the school system? What are the strengths?
- ✘ What does the school system need to work on?

FOCUS QUESTIONS

- ✖ What do you think must be maintained at all costs?
- ✖ What ideas do you have on how to improve the school district?
- ✖ What are the key issues that you think the school system must face in the next 2-3 years?
- ✖ Which issues are the highest priorities for this school district?

MAJOR FINDINGS

STRENGTHS

- ✖ Teachers
- ✖ Dedication of all Staff
- ✖ Reputation of School District
- ✖ Leadership
- ✖ Focus on Teaching and Learning
- ✖ Extracurricular Programs
- ✖ Professional Development Offerings
- ✖ Induction Program
- ✖ Teacher Evaluation System

STRENGTHS

- ✖ Collaboration between Town and Schools
- ✖ Financial Management
- ✖ Facilities and Maintenance of Facilities
- ✖ Technology
- ✖ Middle School Teaming Model
- ✖ Parent and Community Support
- ✖ School Improvement Plans

STRENGTHS

- ✖ Commitment to METCO Program
- ✖ Special Education Programs
- ✖ Elementary Extended Day Program
- ✖ Fine and Performing Arts
- ✖ 94% of Reading students enrolled
- ✖ Opportunity for Community Input

AREAS TO STRENGTHEN

- ✖ School Committee Norms for Self-Evaluation
- ✖ Common Core Alignment
- ✖ Graduation Rate and Mass Core Graduation Rate
- ✖ AYP
- ✖ Number of AP Students
- ✖ Strong College Prep Course Expectations
- ✖ Additional Professional Development Opportunities for All Staff
- ✖ Diverse Workforce
- ✖ Addressing the Learning Needs of all Students

AREAS TO STRENGTHEN

- ✗ Current High School Schedule
- ✗ Use of Edline
- ✗ Middle School Science Curriculum
- ✗ Elementary Math Curriculum
- ✗ Opportunity for Full Day Kindergarten
- ✗ Health and Wellness Curriculum
- ✗ Elementary School Lunch Program
- ✗ Host Family Opportunities for METCO Students
- ✗ Grade Level Technology Standards
- ✗ Summer Program Offerings for all Students
- ✗ Elementary Report Card

CONCERNS

- ✗ Remaining Competitive for Teachers and Administrators and Retaining Staff
- ✗ Killam Facility
- ✗ Financial Sustainability
- ✗ Maintaining Technology Infrastructure
- ✗ Technology Support and Leadership
- ✗ Class Size
- ✗ Wednesday Half Day at all Levels
- ✗ Lack of Foreign Language, Instrumental Music, and Gifted and Talented Programs at Elementary Level
- ✗ Fine Arts Staff Retirements

CONCERNS

- ✖ Increasing Number of Students with Social Emotional Issues
- ✖ Substance Abuse Issues
- ✖ Increasing Number of Students with Stress and Anxiety Issues
- ✖ Space for Program Expansion
 - + Pre-School
 - + Full Day Kindergarten
 - + Special Education Programs

RECOMMENDATIONS

CATEGORIES

- ✖ Learning and Teaching
 - + Focuses on Instructional Core
- ✖ Performance Management
 - + Focuses on Realigning Resources Based Upon Data
- ✖ Human Resources
 - + Focuses on Competing for, Supporting, and Retaining Top Talent
- ✖ Resource Allocation
 - + Realign Human and Financial Resources to the Strategic Objectives

LEARNING AND TEACHING

- ✖ Develop Long Range Plan for Expanding Pre-School and Full Day Kindergarten
- ✖ Providing Engaging and Challenging Learning Experiences for all Students
- ✖ Examine PreK-12 Wednesday Early Release Days
- ✖ Implement High School Best Practices
 - + Project Based Learning
 - + Redesigned Schedule
 - + Senior Projects
 - + Enhanced Wellness Program

LEARNING AND TEACHING

- ✖ Expand Summer and Before/After School Opportunities
- ✖ Strengthen and Expand Special Education Programming
- ✖ Develop a Plan to Address Social and Emotional Needs and Student Anxiety
- ✖ Update Curriculum Maps
- ✖ Grow K-12 Fine and Performing Arts Program

PERFORMANCE MANAGEMENT

- ✖ Develop a set of School Committee Norms
- ✖ Review and Update Mission and Vision
- ✖ Implement a Regular, Data-driven Performance Process
- ✖ Improve the METCO Operations
 - + Placement Process
 - + Provide late transportation
 - + Academic Support
 - + Host Family Support

PERFORMANCE MANAGEMENT

- ✖ Implement Elementary Standards Based Report Card
- ✖ Develop and Implement a Long Range Plan to Address Technology
 - + Leadership
 - + Staffing
 - + Replacement and Upgrade of Technology
 - + Student and Teacher Skills
 - + 1 to 1 Personal Learning Devices
 - + Communication (Edline)
- ✖ Implement New State and Federal Guidelines for School Nutrition

HUMAN RESOURCES

- ✖ Review and Revise Current HR Practices
- ✖ Continue Opportunities to Discuss and Share
- ✖ Improve Professional Development for Support Staff
- ✖ Identify Ways to Recognize and Support Staff
- ✖ Remain Competitive in Attracting and Retaining Staff
 - + Hiring
 - + Induction
 - + Evaluation System
 - + Support
 - + Professional Development

HUMAN RESOURCES

- ✖ Continue to Create Opportunities for Teacher Growth
 - + April Sharing Conference
 - + National Board Certification
 - + National Institute for School Leadership
 - + English Language Learner Certification
 - + Dual Certification with Special Education
 - + Advanced Technology Proficiency
 - + Universal Design for Learning
- ✖ Continue to Review Teacher Assessment Process

RESOURCE ALLOCATION

- ✖ Develop a 3-5 Year Financial Improvement Plan
- ✖ Improve Connection between Funding and Projected Outcomes in School Improvement Plans
- ✖ Examine and Review Every Program To Identify the Most Effective and Efficient Use of Resources
- ✖ Support Expansion of Reading Technology Education Foundation
- ✖ Maintain Adequate Class Sizes
- ✖ Develop a Long Range Plan To Address Space Concerns
- ✖ Upgrade the Killam Elementary School Facility

NEXT STEPS

- ✖ Continue to Review and Refine Plan with Stakeholders
- ✖ Create Timeline for Implementation
 - + 1 Year
 - + 1-3 Years
 - + 3-5 years
- ✖ Becomes Direction for District

QUESTIONS
