

# **School Committee Meeting**

## **October 1, 2020**

**7:00 P.M.**

**Open Session**

**Remote Meeting**



## Town of Reading Meeting Posting with Agenda

### Board - Committee - Commission - Council:

#### School Committee

Date: 2020-10-01

Time: 7:00 PM

Building:

Location:

Address:

Agenda:

Purpose: Open Session

Meeting Called By: Linda Engelson on behalf of the Chair

Notices and agendas are to be posted 48 hours in advance of the meetings excluding Saturdays, Sundays and Legal Holidays. Please keep in mind the Town Clerk's hours of operation and make necessary arrangements to be sure your posting is made in an adequate amount of time. A listing of topics that the chair reasonably anticipates will be discussed at the meeting must be on the agenda.

**All Meeting Postings must be submitted in typed format; handwritten notices will not be accepted.**

### Topics of Discussion:

		THIS MEETING WILL BE HELD REMOTELY ON MICROSOFT TEAMS
7:00 p.m.	A.	Call to Order
	C.	Public Comment  For public comment, please use the live chat feature on the Microsoft Teams link which will be posted on the Superintendent's Blog and sent out via Connect Ed prior to the meeting. In lieu of the live chat, you may send an email in advance of the meeting to <a href="mailto:schoolcommittee@reading.k12.ma.us">schoolcommittee@reading.k12.ma.us</a> . This email will be included in the next packet.
7:00 – 7:30 p.m. 7:30 – 8:00 p.m. 8:00 – 8:30 p.m.	D.	New Business 1. MASC Presentation – Superintendent Search 2. NESDEC Presentation – Superintendent Search 3. School Committee Discussion/Rating (A)
8:30 – 8:35 p.m.	E.	Consent Agenda (A) - Approval of Minutes (September 24, 2020)
8:35 – 8:40 p.m.	F.	Reports 1. Students 2. Director of Student Services 3. Assistant Superintendent 4. Chief Financial Officer 5. Superintendent

This Agenda has been prepared in advance and represents a listing of topics that the chair reasonably anticipates will be discussed at the meeting. However the agenda does not necessarily include all matters which may be taken up at this meeting.



## Town of Reading Meeting Posting with Agenda

		6. Liaison/Sub-Committee
8:40 – 9:00 p.m.	G.	Old Business 1. Fall Reopening Update – Birch Meadow Transition (I) 2.
9:00 – 9:15 p.m.	H.	New Business 1. Human Resources Role (I)
	I.	Information/Correspondence 1. Email from Denise & Anna Henneberry - Thank you! 2. Email from Laurie Marshall - RE: Political views in the classroom 3. Email from Krissy Moriarty - RE: School Reopening 4. Email from Connie Quackenbush - NYTimes: Behind the White House Effort to Pressure the C.D.C. on School Openings
	I.	Routine Matters 1. Bills & Payroll Warrants 2. Calendar
	J.	Future Business
9:25 p.m.	K.	Adjourn

\*\*Times are approximate



## Town of Reading Meeting Minutes

### Board - Committee - Commission - Council:

#### School Committee

Date: 2020-09-24

Time: 7:00 PM

Building:

Location:

Address:

Session: Open Session

Purpose: Open Session

Version: Draft

#### Attendees: **Members - Present:**

Chuck Robinson, John Parks, Tom Wise, Erin Gaffen, Carla Nazzaro and Shawn Brandt

#### **Members - Not Present:**

#### **Others Present:**

Superintendent John Doherty, Assistant Superintendent Chris Kelley, CFO Gail Dowd, Director of Student Services Jen Stys, Director of Facilities Joe Huggins (arrived at 8:45 p.m.)

**Minutes Respectfully Submitted By:** Linda Engelson on behalf of the Chair

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### Topics of Discussion:

#### I. Call to Order

Chair Robinson opened the meeting and announced the School Committee was meeting in a virtual setting, fully remote via Microsoft Teams, practicing social distancing and in accordance with the Governor's suspension of certain open meeting laws. The meeting was being recorded and broadcast live on RCTV. The Chair called attendance:

Mr. Parks – here	Dr. Doherty – here
Mr. Wise – here	Mrs. Dowd – here
Mrs. Nazzaro – here	Mrs. Kelley - here
Mrs. Gaffen - here	Dr. Stys – here
Mr. Brandt –here	
Mr. Robinson – here	

Mr. Robinson called open session order at 7:00 p.m. and reviewed the agenda.

#### A. Public Input

Mr. Robinson explained that for public comment, please use the live chat feature on the Microsoft Teams link which will be posted on the Superintendent's Blog and sent out via Connect Ed prior to the meeting.

In lieu of the live chat, you may send an email in advance of the meeting to [schoolcommittee@reading.k12.ma.us](mailto:schoolcommittee@reading.k12.ma.us) This email will be included in the next packet.

B. Consent Agenda

**Mr. Wise moved, seconded by Mr. Parks, to approve the consent agenda.  
The motion carried 6-0. Mr. Parks, Mrs. Gaffen, Mrs. Nazzaro, Mr. Wise, Mr.  
Brandt and Mr. Robinson.**

C. Reports

Director of Student Services

No Report

Assistant Superintendent

No Report

Chief Financial Officer

No Report

Superintendent

No Report

Liaison Reports

Mr. Brandt reported on the recent ad hoc Human Rights Committee. They held a joint meeting with the Library Board to discuss the Director position and transferring oversight to the Library. The ad hoc committee is due to sunset at the end of the year.

Mrs. Gaffen reported on the recent SEPAC meeting and shared dates of upcoming events and meetings. The SEPAC is still looking for on-call volunteers.

Mr. Robinson reported that the School Committee will hear proposals from the two respondents to the RFQ to facilitate the Superintendent Search on October 1<sup>st</sup>.

D. Old Business

FY20 End of Year Summary

Mrs. Dowd shared that the fiscal year 2020 ended with an unencumbered balance of \$471,182 in the School Department Operating Budget (approximately 1.01% of the total Fiscal 2020 Budget). During the FY'20 Budget process, the School Department requested an additional \$300,000 in special education funding due to uncertainty in transportation and out-of-district costs (as well as associated consultation and legal fees). As stated during the budget process, if the landscape changed and the additional funds were not required, we would return the funds to free cash. Due to several factors, including the closure of the schools on March 13th, continuous monitoring through the school year of legal and consultation fees, savings from changes in out-of-district placements and students returning in district, reduced transportation fees due to school closure and reviewing bus routes, we were able to recognize savings throughout the Special Education Cost Center. Excluding the savings recognized within the Special Education Cost Center the amount being returned to free cash is \$121,330 or 0.26% of the total budget.

## Social Media Coordinators

**Mr. Wise moved, seconded by Mr. Parks to appoint Mr. Robinson and Mrs. Nazzaro as Social Media Coordinators for the remainder of September and all of October. The roll call vote carried 6-0. Mr. Parks, Mrs. Gaffen, Mrs. Nazzaro, Mr. Wise, Mr. Brandt and Mr. Robinson.**

### E. New Business

#### Every Day Anti-Racism Book Discussion

Mr. Robinson stated that the committee is using the same book as the RPS administrators for the book discussion. Dr. Doherty will facilitate the discussion. Dr. Doherty said it will be a structured conversation using National School Reform Faculty's Four "A" Text protocol. Tonight, the committee will discuss Chapter 4: Beginning Courageous Conversations about Race.

Question 1: What assumption does the author of the text hold?

Committee responses included look to teachers to start the conversation, presumes the reader is open to the idea and willing to do the work, educators and students come to the conversation with their own ideas and we should be open to it, buried emotions & big assumptions, students are better at engaging in racial conversations, how can the school committee make a difference, and educators can tackle topics as related to personal experience.

Question 2: What do you agree with in the text?

Committee responses included letting go, recognizing patterns in the dialogue that can be harmful to the progress of the dialogue, be willing to self-reflect and examine important conversations, and let the conversation evolve and don't assume the worst.

Question 3: What do you want to argue with in the text?

Comments included classroom discussions with conflict and controversy can be productive and not inherently disorderly, courageous conversations can be had and do not need to be created, want students to feel safe in the classroom, we don't have as many diverse voices among staff, discussion leader has to be flexible in thought and how to steer discussion, and should not assume the discussion will not come to a resolution before it has started.

Question 4: What parts of the text do you want to aspire to?

Comments included accepting that there may be a lack of closure and the issue may never be resolved, need to keep an open mind, speak the truth, be honest, don't fall silent, be more courageous in your own conversation about race, help others recognize an ongoing conversation and learning opportunities, expect the best from everyone, and stay engaged.

#### Preliminary District Improvement Plan Discussion

Mr. Robinson shared that this is a starting point to get the conversation started. Dr. Doherty added that the conversation will help identify areas for the next District Improvement Plan.

Question 1: What areas in the current District Improvement Plan (see attached) would you like to see continued?

Mr. Wise would like to see curriculum maps and guides, 5-year special education program review, closing the achievement gap and Vision of the Graduate included.

Mr. Brandt would like to see the long-term space needs plan with timelines and deliverables, readdress how security and safety drills are performed using an evidence-based approach, and a tangible approach to hiring and retaining a more diverse faculty.

Mr. Parks would like more professional development opportunities in SEL, trauma and equity and diversity.

Mr. Robinson asked about remote learning and how many devices had been deployed. We have deployed 850 and the number is going up. He would like to provide all students with district devices. Dr. Doherty said this a goal we have and are looking at the financial impact and creating a solid technology plan and infrastructure. Mr. Robinson would like to have a better understanding of the purchase and maintenance of devices.

Mrs. Gaffen would like an adjustment to student learning goal #1 to the reality of teaching this year and how data is collected.

Mrs. Nazzaro would like to hit the reset button and determine where we are. She would like curriculum maps, testing to determine student needs and special education screening.

Questions 2. What areas in the DRAFT Student Opportunity Act Plan (see attached) would you like included in the District Improvement Plan?

Mr. Wise feels it is a big year for data collection and what data we are collecting. We need the correct tools and they need to be integrated into the performance platform, continue to refresh and renew tools and cycles.

Mr. Parks would like to see a focus on the recruiting, hiring and retaining administrators and staff.

Mr. Brandt would like to see a more diversified staff.

Mrs. Gaffen would like to see a greater effort in the diversification of staff and curriculum materials.

Mr. Robinson echoed the need for hiring and retaining a more diversified staff.

Mrs. Nazzaro supports a safe learning environment and quality professional development.

Mr. Parks would like to see a Leadership Pipeline Development Program that allows us to promote from within the district. We have a talented pool of administrators and teachers.

Question 3. What new areas would you like considered in the next District Improvement Plan?

Mr. Wise would like to see staff growth and training, promoting from within and looking at the possibility of partnering with a local college. He would also like a focus on reading; the science and implementation. He would like to look at other tools for reading, improving high school course offerings in business, computer science, life skills and more AP offerings and to be more proactive in family engagement.

Mr. Wise offered some school committee goals which include the hiring of a new superintendent, union contract negotiations, learn more about reading, update the policy manual and school space needs.

Mrs. Nazzaro concurred with a policy update and would like a review of legal counsel contracts.

Mrs. Gaffen would like an ongoing anti-racism conversation.

Mr. Brandt suggested that the discussion of school committee goals be tabled.

Mr. Parks does not feel the Science of Reading program is appropriate.

F. Old Business (continued)

Dr. Doherty began by saying that the first two weeks of school have been very positive, and he thanked all teachers and staff for the amazing job they are doing to teach our students. He went on to review the in-person special education numbers in response to a committee member question at the last meeting.

The Superintendent reviewed the current staffing situation and the number of teacher and paraeducator vacancies. He cautioned that these numbers may change due to neighboring districts going to remote and our district phasing into the hybrid model.

On October 13<sup>th</sup> grades 1, 2, 6-8 will begin in the hybrid model with the high school and grades 3-5 phasing in at the end of October.

Mr. Huggins joined the meeting at 8:45 p.m. to update the committee on the modular classroom progress. Since delivery to the site on September 11<sup>th</sup> a great deal of work has gone on and has gone well. The completion date timeline has changed by a few days to October 15<sup>th</sup>. The furniture and technology will be installed. A series of inspections will take place before the Certificate of Occupancy can be issued.

Dr. Doherty added that we are working on a transition schedule for staff and students.

Mrs. Nazzaro asked for a playground update. Mrs. Dowd said that after the last meeting a discussion was held with the superintendent, her, the chair and vice chair and it was determined to follow the Board of Health and CDC guidelines. Hand sanitizing stations were installed at each playground as well as at turf I & II.

G. Public Comment  
(via live chat)

Mr. Coram thanked those who were able to open the playgrounds for the students.

1. Routine Matters

a. Bills and Payroll (A)

b. Calendar

2. Information/Correspondence

3. Future Business

None

4. Adjournment

Adjourn

**Mr. Parks moved, seconded by Mrs. Nazzaro, to adjourn. The roll call vote carried 6-0. Mr. Parks, Mrs. Gaffen, Mrs. Nazzaro, Mr. Wise, Mr. Brandt and Mr. Robinson.**

The meeting adjourned at 9:02 p.m.

**NOTE:** The minutes reflect the order as stated in the posted meeting agenda not the order they occurred during the meeting.

Link to meeting video: <https://www.youtube.com/watch?v=DH7-4BFRTUU>

John F. Doherty, Ed. D.  
Superintendent of Schools

82 Oakland Road  
Reading, MA 01867  
Phone: 781-944-5800  
Fax: 781-942-9149



Christine M. Kelley  
Assistant Superintendent

Jennifer A. Stys, Ed.D.  
Director of Student Services

Gail Dowd, CPA  
Chief Financial Officer

# Reading Public Schools

*Instilling a joy of learning and inspiring the innovative leaders of tomorrow*

TO: Reading School Committee

FROM: Gail Dowd  
Chief Financial Officer

DATE: September 29, 2020

TOPIC: Superintendent Search

At our meeting on Thursday night we will hear presentations from the two respondents to the Request for Qualifications for conducting the search for our next Superintendent. Please find attached for your information the proposals: Massachusetts Association of School Committees Superintendent Search Proposal and NESDEC Proposal for Superintendent Search Services.

If you have any questions, please contact Mrs. Dowd.

# **MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES SUPERINTENDENT SEARCH PROPOSAL PREPARED FOR THE READING SCHOOL COMMITTEE**

## **DOCUMENTS INCLUDED**

RFP Technical Proposal Cover Page (Includes Proposer Information & Statement of Qualifications)	1
Letter of Interest	6
Scope of Work	8
Proposed Timeline	12
List of Recent Contracts	14
References	23
Organizational Chart and Resumes	25
Resume of Lead Consultant (Dorothy Presser)	27
Sample Brochures - Promotional Material	28
Signed Certificate of Non-collusion	40
Signed Certificate of Authority	41
Signed Tax Compliance Certificate	42

## TECHNICAL PROPOSAL

DO NOT INCLUDE ANY PRICING IN YOUR TECHNICAL PROPOSAL

This form and accompanying materials must be completed and placed in a **separate** sealed envelope marked

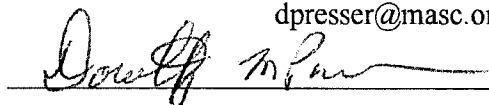
**“RFP– TECHNICAL PROPOSAL”**

This proposal includes addenda number(s) \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_,

Name of Firm/ Individual Submitting Proposal: MA Association of School Committees  
Address: One McKinley Square  
Boston, MA 02109

Telephone: 617-523-8454  
Fax: 617-742-4152  
Email: dpresser@masc.org

Signature of Proposer: \_\_\_\_\_



Name of Proposer: Dorothy Presser

Address: One McKinley Square  
Boston, MA 02109

Date: August 27, 2020

The **Technical Proposal** must include the following:

1. Table of Contents, showing where required information can be found by section and page.
2. Letter of Interest, including the firm’s history and the name of the principal or “Lead Consultant” who will be the person assigned to work directly with the School Committee on this search. Proposers are directed to note that the contract will require that the same principal or “lead consultant” be assigned to this contract for the duration of the search process, through and including the hiring of a Superintendent for the Reading Public Schools.
3. Organizational Chart, if the Proposer is a firm or corporation, indicating the name and position of all consultants who will work with the School Committee on this search. If the Proposer is not a firm or corporation, the Proposer should so state in this section.
4. Current Resume(s), including summaries of credentials and number of years of experience providing executive search services, for all consultants who will be assigned to work with the School Committee on this search (including the Lead Consultant).
5. Description of the Proposer’s Approach and Plan for performing services outlined in the Scope of Work, including:
  - a description of how the Proposer will specifically identify and target the needs of our district in the search for a new Superintendent of Schools;

- a description of the consultant's approach to ensuring community involvement and input;
- a description of proposed candidate recruitment strategies;
- a description of the consultant's proposed implementation plan; and
- a proposed timeline with specific milestones.
- **List of Recent Contracts**, including name, address and telephone number, of all school districts or communities for which the firm has provided similar executive search services during the past five (5) years.
- **References**, for a minimum of five (5) comparable executive search projects completed in the past five (5) years, including at least three (3) references from Massachusetts school district searches conducted by the Lead Consultant to be assigned to the Reading Public Schools search, with the following information for each:
  - Client's name and address
  - Name, e-mail address and phone number for at least one primary contact for each client
  - Dates of service to the district
  - Number of students in the district

The School Committee reserves the right to research references beyond those given.

- **Promotional Material**, include advertisements, brochures or other recruitment materials used in Superintendent searches or promotional literature about the firm.
  - **Minimum Criteria Documentation**, including all documents necessary to show that the Proposer meets the minimum requirements.
  - **Signed Certificate of Non-Collusion**
  - **Signed Certificate of Authority** (If a corporation)
  - **Signed Certificate Payment of Taxes**
6. The Proposer must include in its proposal **all information needed** for the Evaluation Committee members to accurately rate each proposal **based on the Comparative Criteria provided**. Proposals that omit or do not clearly provide information needed to appropriately rate each proposal **will be deemed non-responsive and therefore the proposal will be rejected**.
  7. The Proposer must state whether the company has, under the laws of any province, territory, state, or country, in the last seven (7) years been declared bankrupt or made a voluntary assignment in bankruptcy or made a proposal under any legislation relating to bankruptcy or insolvency.

## **PROPOSER INFORMATION & STATEMENT OF QUALIFICATIONS**

**The following information is provided as evidence of the proposer's qualifications to perform work, as proposal upon, in accordance with the contract specifications. All questions must be answered. Additional data may be submitted on separate, 8.5 x 11 inch attached sheets.**

### **PROPOSER IDENTIFYING INFORMATION:**

Company Name: Massachusetts Association of School Committees

Main Office Address: One McKinley Square, Boston, MA 02109

Official Mailing Address: One McKinley Square, Boston, MA 02109

Contact Person: Dorothy Presser

Telephone Number: 617-523-8454 Fax Number: 617-742-4152

E-Mail Address: dpresser@masc.org

### **LIST OF CONTRACTS:**

- 1. List of Contracts. Please submit a complete list of all contracts performed within the last five (5) years. Description of services provided shall include rates, and any other material or information to adequately describe the program offered. Such information must be submitted with the Proposal Documents. Attach additional sheets as necessary.**

**A. Contract Entity: Hamilton-Wenham Regional School District**

Contact: Michelle Bailey (Chair)

Address: 5 School Street, Wenham, MA 01984

Phone: 978-468-5310 Fax: 978-468-7889

Contract Value \$: 11,500.00 Contract Years: FY2020

Description and Date(s) of Services Provided:

Superintendent Search 10/2019-3/2020

**B. Contract Entity: Gloucester Public Schools Contact: Jonathan Pope (Chair)**

Address: 2 Blackburn Drive, Gloucester, MA 01930

Phone: 978-281-9800 Fax: 978-281-9899

Contract Value \$: 9,500 Contract Years: FY2020

Description and Date(s) of Services Provided:

Superintendent Search 1/2020 – 5/2020

**C. Contract Entity: Nashoba Regional School District Contact: Kathy Codianne (Chair)**

Address: 50 Mechanic Street, Bolton, MA 01740

Phone: 978-779-0559 Fax: 978-779-5537

Contract Value \$: 9500.00 Contract Years: FY2017

Description and Date(s) of Services Provided:

Superintendent Search 1/2016-5/2016

D. Contract Entity: Bedford Public Schools Contact: JoAnn Santiago

Address: 97 McMahon Road, Bedford, MA 01730

Phone: 781-275-755-88 Fax: 781-275-0855

Contract Value \$: \$9500 Contract Years: FY20

Description and Date(s) of Services Provided:

Superintendent Search 11/2019-3/2020

E. Contract Entity: Scituate Public Schools Contact: Peter Gates (Chair)

Address: 606 CJ Cushing Highway

Phone: 781-545-8759 Fax: 781-545-6291

Contract Value \$: \$9500.00 Contract Years: FY20

Description and Date(s) of Services Provided:

Superintendent Search 12/2019-4/2020

1. Will the proposer be able to complete the services under this contract by the indicated dates? ☒ Yes ☐ No
2. Is the Proposer prepared to execute the Town's contract if awarded? ☒ Yes ☐ No
3. Has the Proposer (Company) ever been debarred from doing business with any federal, state or local agency? ☐ Yes ☒ No If yes please provide the details (on a separate paper attached to this form) including agency name, date and reason for debarment.
4. Has the Proposer (Company) ever defaulted on a contract or has been rejected as non-responsive within the past five years? ☐ Yes ☒ No If yes please provide details.
5. Has the Proposer (Company) or anyone a party to the proposed contract ever failed to complete a contract awarded? ☐ Yes ☒ No If yes, provide details.
6. Can the Proposer (Company) provide, upon request, proof of financial solvency? (The Town may request audited financial statements, financial references, and/or conduct an independent background check)? ☒ Yes ☐ No

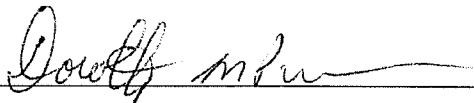
#### **SIGNATURE/ ACKNOWLEDGEMENT:**

This section must be signed by an individual with the authority to commit the entity to a binding agreement. If the Proposer is an individual, this section must be signed by the Proposer, personally. If a partnership, the Proposal must be signed by the name of the partnership, followed by the signature of each partner. If a corporation, the Proposal must be signed by an authorized officer, whose signature shall be attested by the Secretary of the Corporation and the Corporate Seal affixed.

The undersigned assures that this proposal, as presented in its entirety, is made in good faith, without fraud, collusion, or connection of any kind with any other proposer for the same work. Additionally, the undersigned assures that he/she has informed himself/herself fully of the information presented in this proposal, and he/she has made his own examinations and estimates and from them makes this Proposal.

The undersigned also understands that the School Committee reserves the right to waive any informalities in, to reject any and all Proposals, or any part thereof, and/or accept any proposal or part thereof, or to select a proposer whose proposal is not the lowest, which it considers to be in the best interests of the Reading Public Schools and the Town of Reading.

With the above understanding, the undersigned proposes to provide the services described in this proposal, and to comply in all respects with said specifications for the sum or sums stated herein. In addition, the undersigned agrees, that, if awarded this contract, he/she will execute a contract within sixty business days, after presentation by the awarding authority, in accordance with the terms of this Proposal.

Signature of Proposer: 

Name of Proposer: Dorothy Presser

Title of Proposer: Search Consultant

Date: August 27, 2020



Massachusetts Association of School Committees, Inc.

One McKinley Square, Boston, Massachusetts 02109

(617) 523-8454 (800) 392-6023 fax: (617) 742-4125

Dorothy Presser, Field Director

September 1, 2020

Mr. Chuck Robinson, Chair  
Reading School Committee  
82 Oakland Ave.  
Reading, MA 01867

Dear Mr. Robinson and Members of the Reading School Committee:

The Massachusetts Association of School Committees (MASC) is pleased to respond to the Committee's request for a proposal for consulting services for the district's upcoming superintendent search.

Hiring your next Superintendent of Schools is one of the most important decisions that your Committee will make. The individual you select to lead the district will shape the learning environment for years to come. The ability to Reading's high standards, improve student achievement, serve every student effectively, recruit-and retain-outstanding personnel, build for the future, support positive relationships with the community, and ensure a continued favorable reputation for the district will depend on the superintendent you choose. The process leading up to that selection will involve many factors, which-with experienced assistance-you can manage for a successful outcome.

MASC is uniquely positioned to assist the Reading School Committee in this process, from the initial planning stages, through recruitment, interviews, and final selection. Our purpose is to help you review your situation, explore your options, plan your course of action, and implement the logistics necessary to go forward in a positive, transparent manner in which the Committee maintains control throughout the process.

At this moment in time, with precautions necessary due to the Covid-19 pandemic, searching for a superintendent presents some unique challenges. The need for limiting group size and travel changes the dynamics of a search. MASC has met, and continues to meet, the challenges in the current environment. We have successfully adapted our search process to carry out all elements of the search in a virtual environment, or a mix of virtual and in-person meetings.

Our track record speaks for itself. Since 1989, MASC has provided search consultant services for more than 150 urban, suburban, regional, rural and technical districts across the state. As your Association, our goal is to help you identify the attributes the district expects in its next Superintendent and bring the most qualified candidates to the interview table for your consideration. We have no agenda other than that which the Committee defines. Our experienced team (with more than 80 years of combined school

committee/MASC service) understands your unique concerns and needs. Our staff have the skills and sensitivity to bring together the Committee and the instructional leader who matches your criteria and reflects the community's goals for its children.

We emphasize that it is the district's search from start to finish. Our team will coordinate all aspects of the search process, including conducting focus groups, assisting with goal setting, advertising, recruitment, interview preparation and will attend all interviews and other sessions related to the search. I have attached a more detailed outline of the specific services MASC will provide the Committee; a cost proposal which is determined based on the level of services the Committee requests; and capsule resumes of the MASC superintendent search team. As the MASC Field Representative to the Reading School Committee, I will work directly with you, but also have the resources and expertise of my colleagues to help ensure a complete, competent, and successful search.

I look forward to the opportunity of working with you on this search. Please let me know if you have other questions about our services or any aspect of the superintendent search process.

Sincerely,

A handwritten signature in black ink, appearing to read "Dorothy Presser", with a long horizontal flourish extending to the right.

Dorothy Presser

## SCOPE OF WORK:

### STEPS IN THE SUPERINTENDENT SEARCH PROCESS

Following is a general outline of the components of the superintendent search process as facilitated by MASC.

#### STEP 1 GENERAL CONSULTATION: TIMELINE/ANNOUNCEMENT/QUALIFICATIONS AND SALARY

During the initial visit with the School Committee or designated sub-committee, the MASC consultant will discuss options with the Committee. This is your search, and you will set the parameters. Decisions concerning the scope of the search, the process, the qualifications for your new superintendent, and your vision for how this individual will move the district forward are driven by you. Items that will be discussed and decided in early meetings include:

- Assessment of the search environment;
- Analysis of the district's needs and goals;
- Setting a timeline for the search;
- Defining the scope of the search, superintendent qualifications, and community and staff involvement, including the use of a preliminary screening committee;
- Decision whether to engage in community/school district focus groups and/or electronic survey to elicit community feedback;
- Review of the requirements of the public records and open meeting statutes;
- Contractual details and other concerns the Committee may wish to address.

#### STEP 2 COMMUNITY ENGAGEMENT: FOCUS GROUPS AND ONLINE SURVEY

If the Committee elects to hold focus groups and/or conduct an online survey, the MASC consultant will oversee the posting of the survey and act as interviewer and facilitator at the various focus groups. The intent of the survey and focus groups is to gather perceptions of district administration and staff personnel as well as students, parents and other members of the Reading community regarding the current state of the district, hopes for the future, and the characteristics and skills to be sought in a new superintendent. The number of focus groups, times, and locations will be determined in consultation with the School Committee to ensure that all stakeholder groups are provided the opportunity to voice opinions in this important decision. The online survey provides an additional opportunity for all stakeholders to provide input. The consultant will provide a report to the Committee summarizing the findings from the focus group sessions as well as the online survey. The Committee can use this information to develop a comprehensive "profile" of its next superintendent and identify the specific qualifications and professional attributes that applicants should possess.

### STEP 3 ANNOUNCEMENT OF VACANCY

MASC is in an excellent position to announce the vacancy nationwide in accordance with the timeline established by the Committee. The network of organizations and services MASC will contact via first class mail/email/social media and other online postings include:

- More than 900 sitting superintendents and assistant superintendents on our distribution list;
- All state school board associations and state superintendent associations;
- National Affiliation of Superintendent Searchers (NASS);
- Placement offices at colleges and universities that offer advanced degree programs in school administration;
- Posting on the MASC and Massachusetts Association of School Superintendents (MASS) websites.

In addition, the Committee may wish to advertise in Education Week, a national biweekly publication devoted entirely to education, and/or in other local and regional newspapers. The costs of doing so vary considerably, with Education Week ads averaging \$3500. Your MASC consultant will work with the Committee to develop the language of the vacancy notice regardless of whether it will be a print or an online announcement.

### STEP 4 DEVELOPMENT AND DISTRIBUTION OF BROCHURE AND APPLICATION MATERIALS

Concurrent with the announcement of the vacancy, the consultant will work with the Committee to develop application materials and a brochure describing the position. MASC will design and produce the brochure and application (with the Committee's approval) and distribute these electronically and via first class mail to the organizations listed above and individuals who express an interest in the position.

### STEP 5 COLLECT AND REVIEW APPLICATIONS/SELECTION OF SEMI-FINALISTS

MASC will collect and process all the application materials submitted. This includes following up with applicants to ensure that submissions are complete. When the application deadline has closed, MASC assembles a team to review materials submitted by all applicants in order to identify candidates who meet the School Committee's criteria. The MASC consultant can, if the Committee desires, prepare a list of the applicants who may be the best fit/match for the district and will submit this list and the related application materials to the members of the Screening Committee. If the School Committee has chosen to have the Screening Committee conduct the applicant screening themselves, MASC will deliver all the applications submitted to the Screening Committee immediately following the closing date. Once the Screening Committee has selected the individuals they wish to interview as semi-finalists, MASC will notify those

individuals to set up interviews and also notify the unsuccessful applicants. MASC will also verify references of the selected applicants and perform a limited background inquiry.

#### STEP 6 INTERVIEW PREPARATION/SEMI-FINALIST INTERVIEWS

In addition to establishing the interview schedule, the MASC consultant will meet with the Screening Committee to orient members regarding their role and responsibilities, and the requirements of the Open Meeting Law and Conflict of Interest Law that apply to the Screening Committee. The consultant will also discuss the interview process and assist in selecting and developing questions. MASC will prepare the interview materials and attend all the interviews. Following the interviews and the selection by the Screening Committee of the finalist candidates, MASC will notify the semi-finalists who were not moved forward, and schedule interview schedules for the finalists. The consultant will ensure that the School Committee receives all the finalists' application materials and MASC will be present when finalists are announced to review the timeline and next steps and answer any questions from the School Committee.

#### STEP 7 FINALIST SITE VISITS AND INTERVIEWS

As the Committee enters the final phase of the search, the consultant will work with a designated central office staff member to organize candidate site visits to the district, and will coordinate with the candidate and the School Committee to schedule visits to the finalists' districts. Prior to the interviews, the consultant will review the finalist applications with the School Committee, assist with finalist question development and produce those interview materials. The consultant will attend all the finalist interviews and facilitate the selection deliberation session, if asked. When the Committee has finalized their selection of the new superintendent, MASC will notify the successful candidate and those not selected. The Committee will most likely want to involve legal counsel in the subsequent contract discussions, however MASC is available to support the Committee during negotiations for the new contract and to provide resources as needed and appropriate.

#### STEP 8 FOLLOW-UP

After the Superintendent has had the opportunity to acclimate to the new position, MASC is available to conduct a workshop for the Committee, the Superintendent, and others selected for participation by the School Committee. This session would focus on the roles and responsibilities of the Committee and the administration as well as any other issues the Committee might wish to address. The workshop will be scheduled at the convenience of the Superintendent, the School Committee and other members of the administration. MASC will work with the Reading School Committee and the new superintendent to ensure that an ongoing successful professional culture and relationship. This commitment is ongoing from year to year.

Should the individual retained as superintendent fail to complete two years of service in the district, MASc will assume responsibilities of re-instituting the search process at no additional charge to the School Committee.

# **READING PUBLIC SCHOOLS**

## **Proposed Superintendent Search Timeline**

(Subject to School Committee Review and Adjustment)

Week of October 12	School Committee meets with Consultant to: <ul style="list-style-type: none"> <li>• Confirm timeline</li> <li>• Set schedule for Focus Groups</li> <li>• Approve online survey</li> <li>• Determine Screening Committee composition and recruitment plan</li> <li>• Discuss advertising and candidate recruitment strategy</li> </ul>
October 19-30	Conduct focus groups and online survey Recruit volunteers for Screening Committee
Thursday, November 5	School Committee meets with consultant to: <ul style="list-style-type: none"> <li>• Analyze focus group and survey responses</li> <li>• Approve qualifications and selection criteria</li> <li>• Review materials for advertising</li> </ul>
Friday, November 12	Advertising materials finalized for web postings, brochure mailing, any print ads. Position posted.
Thursday, December 3	School Committee appoints Preliminary Screening Committee*
Friday, December 18	Application Deadline
Tuesday, January 5	Screening Committee Orientation
January 11-22	Screening Committee meetings as needed to select semi-finalists, and conduct interviews
Thursday, January 25	Screening Committee presents a list of finalists to the School Committee. Screening Committee is discharged.
Week of February 1, 2021	School Committee visits to finalists' districts
Week of February 8, 2021	Finalists visits to Reading and interviews
February 11, 2021	School Committee votes to appoint Superintendent
July 1, 2021	Superintendent begins tenure

\*It is critical that all members of the Screening Committee be present for all semi-finalist interviews to enable participation in voting for finalists. Setting meeting dates for the Screening Committee before

recruiting can be invaluable in keeping the search on track by ensuring that interested volunteers are able to make the scheduled meetings.

## FIVE YEAR HISTORY OF DISTRICT CONTRACTS

Acushnet Public Schools  
708 Middle Road  
Acushnet, MA 02743  
508-998-0260  
June 2018

Adams-Cheshire Regional School District  
191 Church Street  
Cheshire, MA 01225  
413-743-2939  
April 2018

Ashburnham-Westminster Regional School District  
11 Oakmont Drive  
Ashburnham, MA 01430  
978-827-1434  
January 2020

Barnstable Public Schools  
PO Box 955  
Hyannis, MA 02601  
508-862-4953  
June 2016

Bay Path Vocational Technical High School  
57 Old Muggett Hill Road  
Charlton, MA 01507  
508-248-5971  
March 2020

Bedford Public Schools  
97 McMahon Road  
Bedford, MA 01730  
781-275-8-7588  
May 2020

Belchertown Public Schools  
PO Box 841  
Belchertown, MA 01007  
413-323-0423  
June 2019

Berlin-Boylston Regional School District  
215 Main Street  
Boylston, MA 01505  
508-869-2837  
October 2017

Blue Hills Regional Vocational Technical High School  
800 Randolph Street  
Canton, MA 02021  
781-828-5800  
June 2019

Clinton Public Schools  
150 School Street  
Clinton, MA 01510  
978-365-4200  
July 2017

Dudley-Charlton Regional School District  
68 Dudley Oxford Road  
Dudley, MA 01571  
508-943-6888  
June 2019

Essex North Shore Technical and Agricultural High School  
565 Maple Street  
Hathorne, MA 01937  
978-304-4700  
June 2018

Easthampton Public Schools  
50 Payson Avenue  
Easthampton, MA 01027  
413-529-1500  
April 2018

Everett Public Schools  
121 Vine Street  
Everett, MA 02149  
617-389-7950  
December 2019

Fall River Public Schools  
417 Rock Street  
Fall River, MA 02720  
508-675-8420  
July 2016

Frontier Regional  
113 N. Main Street  
South Deerfield, MA 01373  
413-665-1155  
March 2016

Gill-Montague Regional School District  
35 Crocker Street  
Turners Falls, MA 01376  
413-863-9324  
March 2020

Gloucester Public Schools  
2 Blackburn Drive  
Gloucester, MA 01930  
978-281-9800  
June 2020

Granby Public Schools  
387 East State Street  
Granby, MA 01033  
413-467-7193  
December 2017

Hamilton-Wenham Regional School District  
5 School Street  
Wenham, MA 01984  
978-468-5310  
March 2020

Hampden-Wilbraham Regional School District  
621 Main Street  
Wilbraham, MA 01095  
413-596-3884  
June 2016

Haverhill Public Schools  
4 Summer Street  
Haverhill, MA 01830  
978-374-3405  
March 2018

Hopedale Public Schools  
25 Adin Street  
Hopedale, MA 01747  
508-634-2220  
March 2016

Hudson Public Schools  
155 Apsley Street  
Hudson, MA 01749  
978-567-6100  
March 2017

King Philip Regional School District  
18 King Street  
Norfolk, MA 02056  
508-520-7991  
February 2018

Lee Public Schools  
30A Greylock Street  
Lee, MA 02138  
413-243-0276  
February 2019

Lexington Public Schools  
146 Maple Street  
Lexington, MA 02420  
781-861-2580  
January 2018

Lowell Public Schools  
155 Merrimack Street  
Lowell, MA 01852  
978-674-4320  
June 2019

Lunenburg Public Schools  
1025 Massachusetts Avenue  
Lunenburg, MA 01462  
978-582-4100  
June 2018

Lynn Public Schools  
100 Bennett Street  
Lynn, MA 01905  
781-593-1680  
June 2018

Lynnfield Public Schools  
525 Salem Street  
Lynnfield, MA 01940  
781-334-9200  
May 2020

Malden Public Schools  
77 Salem Street  
Malden, MA 02148  
781-397-6100  
June 2017

Masconomet Regional School District  
20 Endicott Road  
Boxford, MA 01921  
978-887-2323  
December 2018

Medford Public Schools  
489 Winthrop Street  
Medford, MA 02155  
781-393-2442  
April 2018

Methuen Public Schools  
10 Ditson Place  
Methuen, MA 01844  
978-722-6001  
June 2019

Nantucket Public Schools  
10 Surfside Road  
Nantucket, MA 02554  
508-728-7285  
June 2019

Narragansett Regional School District  
462 Baldwinville Road  
Baldwinville, MA 01439  
978-939-5661

Nashoba Regional School District  
50 Mechanic Street  
Bolton, MA 01740  
978-779-0559  
March 2016

Northern Berkshire School Union #43  
98 Church Street  
North Adams, MA 01247  
413-664-9292  
June 2018

Northbridge Public Schools  
87 Linwood Avenue  
Whitinsville, MA 01588  
508-234-8156  
June 2019

Norwood Public Schools  
275 Prospect Street  
Norwood, MA 02062  
781-762-6804

Old Rochester  
135 Marion Road  
Mattapoisett, MA 02739  
508-758-2772  
May 2020

Peabody Public Schools  
27 Lowell Street  
Peabody, MA 01960  
978-536-6500  
March 2020

Pembroke Public Schools  
72 Pilgrim Road  
Pembroke, MA 02359  
781-829-0832

Pentucket Regional School District  
22 Main Street  
West Newbury, MA 01985  
978-363-2280  
June 2018

Ralph C Mahar Regional School District  
507 South Main Street  
Orange, MA 01364  
978-544-2920  
March 2020

Scituate Public Schools  
606 C J Cushing Highway  
Scituate, MA 02066  
781-545-8759  
May 2020

Silver Lake Regional School District  
250 Pembroke Street  
Pembroke, MA 02364  
781-585-4313  
December 2019

Seekonk Public Schools  
25 Water Lane  
Seekonk, MA 02771  
508-399-5106  
June 2018

Shawsheen Valley Technical High School  
100 Cook Street  
Billerica, MA 01821  
978-667-2111  
May 2020

Stoneham Public Schools  
149 Franklin Street  
Stoneham, MA 02180  
781-279-3802  
March 2017

Stoughton Public Schools  
232 Pearl Street  
Stoughton, MA 02072  
781-344-4000  
June 2019

Uxbridge Public Schools  
9 North Main Street  
Uxbridge, MA 01569  
508-278-8648  
March 2018

Waltham Public Schools  
617 Lexington Street  
Waltham, MA 02452  
781-314-5400  
February 2019

Watertown Public Schools  
30 Common Street  
Watertown, MA 02472  
617-926-7700  
March 2017

Webster Public Schools  
77 Poland Street  
Webster, MA 01570  
508-943-0104  
February 2017

Westfield Public Schools  
94 North Elm Street  
Westfield, MA 01085  
413-572-6403  
October 2016

## REFERENCES

Hamilton-Wenham Regional School District  
5 School Street, Wenham, MA 01984  
Phone: 978-468-5310  
Student population: 1,769  
Contact: Michelle Bailey  
[M.Bailey@hwschools.net](mailto:M.Bailey@hwschools.net)  
978-853-7318  
Search conducted by Lead Consultant

Gloucester Public Schools  
2 Blackburn Drive, Gloucester, MA 01930  
Phone: 978-281-9800  
Student population: 2,886  
Contact: Melissa Teixeira  
[mteixeira@gloucesterschools.com](mailto:mteixeira@gloucesterschools.com)  
508-284-5555  
Search conducted by Lead Consultant

Nashoba Regional School District  
50 Mechanic Street, Bolton, MA 01740  
Phone: 978-779-0559  
Student population: 3,228  
Contact: Kathy Codianne  
[kcodianne@nrsd.net](mailto:kcodianne@nrsd.net)  
617-281-7904  
Search conducted by Lead Consultant

Bedford Public Schools  
97 McMahon Road, Bedford, MA 01730  
Phone: 781-275-7588  
Student population: 2,658  
Contact: JoAnn Santiago  
[joann.m.santiago@gmail.com](mailto:joann.m.santiago@gmail.com)  
774-309-0245

Waltham Public Schools  
617 Lexington Street  
Waltham, MA 02452  
Phone: 781-314-5400  
Student population: 5,633  
Contact: John Frassica  
[johnfrassica@walthampublicschools.org](mailto:johnfrassica@walthampublicschools.org)  
617-775-8702

## MASC SUPERINTENDENT SEARCH CONSULTANT TEAM

Glenn Koocher, Executive Director

Cell phone: 617-733-0497

Email: [gkoocher@masc.org](mailto:gkoocher@masc.org)

As Executive Director, Glenn supervises all superintendent searches and will frequently assist the Field Director when conducting community/school district focus groups. Prior to joining MASC in July 2000, Glenn served as the Northeast US Regional Manager for Programs and Advocacy for the American Association of Retired Persons. A native of Cambridge, MA, he served on the Cambridge School Committee for 12 years.

James Hardy, Field Director/Search Consultant

Cell phone: 508-930-4524

Email: [jhardy@masc.org](mailto:jhardy@masc.org)

A former member of the East Bridgewater School Committee, Jim joined MASC as a Field Director in 1996. He is a Past President of the National Association of Superintendent Searchers (NASS) and has been the lead consultant on more than three dozen searches. He is also MASC's Director of Training and Development.

Kathleen Kelly, Field Director/Search Consultant

Cell phone: 617-899-2604

Email: [kkelly@masc.org](mailto:kkelly@masc.org)

Kathleen Kelly joined MASC in January of 2019. A member of the Cambridge School Committee since 2014, she served as vice chair of the Committee and has participated in a district superintendent search, chaired the superintendent evaluation subcommittee and has served as budget committee chair for three budget cycles. A former social worker, she is a member of the National Association of Social Workers and the MA Association of Social Workers. She is MASC's Director of Policy.

Liz Lafond, Field Director/Search Consultant

Cell phone: 413-250-1506

Email: [llafond@masc.org](mailto:llafond@masc.org)

A former member of the Hatfield School Committee and Hampshire Educational Collaborative Board of Directors, Liz has been a member of the MASC staff since 2015 and has assisted in over a dozen superintendent searches and was one of the founding members of MASC's District Governance Support Project. A Life Member of MASC, Liz advises school committees in Western Massachusetts on a range of school governance issues.

(Continued on the following page)

Tracy Novick, Field Director/Search Consultant

Cell phone: 508-579-5472

Email: [tnovick@masc.org](mailto:tnovick@masc.org)

A member of the Worcester School Committee, Tracy joined the MASC staff in 2016. In addition to managing MASC's social media presence, Tracy also focuses on school finance issues and holds a MA state certification as a school business administrator. She has been the consultant on a number of superintendent searches in central Massachusetts.

Dorothy Presser, Field Director/Search Consultant

Cell phone: 617-538-2176

Email: [dpresser@masc.org](mailto:dpresser@masc.org)

Dorothy Presser has been a member of the MASC staff since 2014. Prior to joining the staff, she was part of the design team that developed the District Governance Support Project and she continues to train school committees across the state. In addition, she has been the lead consultant on over a dozen searches since joining the MASC staff. She recently stepped down from the Lynnfield School Committee having served 21 years. Dorothy also served on the MASC Board of Directors, including a term as MASC President.

Ann-marie Martin, Superintendent Search Coordinator

MASC office: 617-523-8454

Email: [amartin@masc.org](mailto:amartin@masc.org)

Ann-marie Martin will be among the first contacts your applicants will have with MASC. As the administrative staff person responsible for managing the flow of information, mailings, tracking candidate applications, and following up on search details, she is MASC's principal in-house search coordinator and coordinates the production of MASC's school district Policy Manuals. Ann-marie served for six years on the King Philip Regional School Committee, including four years as chair.

Jenifer Handy, Communications Director

MASC office: 617-523-8454

Email: [jhandy@masc.org](mailto:jhandy@masc.org)

A member of the MASC staff for over 20 years, Jenifer directs all communications and publication operations. She is directly accessible to searching districts for developing print materials, including brochures, advertising copy, and news releases and collaborates on strategies for media to promote superintendent searches.

Kari MacCormack, Graphic Designer

MASC office: 617-523-8454

Email: [kmaccormack@masc.org](mailto:kmaccormack@masc.org)

Kari MacCormack has been MASC's graphic designer for over 10 years. She is responsible for the design of all MASC publications and printed materials for superintendent searches.

## **Dorothy Presser**

Massachusetts Association of School Committees  
One McKinley Square, Boston, MA 02109  
617-523-8454 (office); 617-538-2176 (cell)

### **Field Director, Massachusetts Association of School Committees (2014-Present)**

#### **Superintendent Searches:**

Conducted all aspects of searches in the following districts: Methuen, Webster, Uxbridge, Douglas, Lunenburg, Nashoba Regional, Berlin-Boylston, Hudson, Hopedale, Middleborough, Shawsheen Technical High School, Hamilton-Wenham, Gloucester and Lynnfield. Provided technical assistance to: Northborough, Leicester, Hamilton-Wenham interim search, and Marblehead interim search.

#### **Training/Facilitation:**

Lead training and facilitate workshops for school committees across the state on topics including Roles and Responsibilities, Superintendent Evaluation, Goal Setting, Effective Meetings and Community Engagement. Member of the Design Team that developed the District Governance Program, which trains committees in best practices to impact student achievement. Co-authored a chapter in *Improving School Board Effectiveness* (Alsbury and Gore, 2015). Presenter at Charting the Course, MASC/MASS Annual Conferences, numerous National School Board Association conferences and the Massachusetts Association of School Superintendent's New Superintendent Induction Program.

#### **Policy:**

Advise and assist school committees on policy issues, including complete reviews of district policy manuals to ensure currency and compliance with law and regulation.

#### **MASC Board of Directors**

Served as President (2011) of the organization. Also served as Chair of Division I, Secretary-Treasurer, Vice-President and two terms as Immediate Past President.

### **Lynnfield School Committee (1998-2019)**

Served as Chair for 12 years. Represented the School Committee on two School Building Committees encompassing five different construction projects; guided the Committee through two superintendent searches; served as liaison to municipal officials and as spokesperson for the Committee. Served, at various times, on all subcommittees.

### **President, Suburban Coalition (2004-2017)**

Led statewide volunteer organization comprised of elected school and municipal officials that advocated for educational and community needs of smaller municipalities to the Legislature.

References available upon request.

An invitation to apply  
**SUPERINTENDENT OF SCHOOLS**

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**Hamilton-Wenham Regional School District**  
**South Hamilton, MA**

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**THE SCHOOL DISTRICT**

**Student enrollment** 2019-2020: 1,887 (preK-12)

**Budget:** FY20: \$35,000,000

**School buildings**

Hamilton-Wenham Regional High School (9-12)

Miles River Middle School (6-8)

Buker Elementary School (K-5)

Cutler Elementary School (K-5)

Winthrop Elementary School (preK-5)

**Administration and staff**

Superintendent

Assistant Supt. of Finance and Administration

Director of Curriculum, Assessment and Instruction

Director of Student Services

Director of Maintenance, Facilities, and Operations

Director of Technology

Food Services Director

Human Resources Administrator

Athletic Director

School Principals (5)

Assistant Principals (2)

Teachers (161)

Secondary Curriculum Leaders (7)

Elementary Curriculum Coordinators (2)

School Psychologists (3)

Guidance and Adjustment Counselors (10)

Nurses (5.5)

Technology Staff and Assistants (6)

Paraprofessionals (57)

School Secretaries/Admin Asst./Clerks (19)

Custodians/Maintenance (16)

School Lunch Employees (11)

**SALARY AND CONTRACT**

- \$180-\$195K; Length of contract: to be negotiated.

*The Hamilton-Wenham Regional School District is an equal opportunity employer.*

**Vision Statement**

Through the development of an integrated, data-responsive system of curriculum, instruction, assessment and professional development, the Hamilton-Wenham Regional School District will be a world-class learning organization that graduates students who are well-prepared to meet the post-secondary challenges of the 21st Century economy and are engaged members of our global society.

VISIT OUR WEBSITE AT: **[www.hwschools.net](http://www.hwschools.net)**

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**HAMILTON-WENHAM REGIONAL SCHOOL COMMITTEE**

David Polito, Wenham, Chair

Michelle Bailey, Wenham, Vice Chair

Stacey Metternick, Wenham, Secretary

Michelle Horgan, Hamilton, Asst. Secretary

Gene Lee, Hamilton

Peter Wolczik, Wenham

Tai Pryjma, Hamilton

**QUALIFICATIONS**

- Licensed or eligible for licensure as a superintendent of schools in Massachusetts.
- Master's degree required; advanced degree preferred.
- Minimum of 10 years in education, including teaching, central office and/or administrative experience.

**THE POSITION**

The successful candidate will have:

- Demonstrated success in improving and maintaining high academic performance;
- A leadership and communication style that is dynamic, visible, accessible and inclusive;
- Knowledge and experience in school budgeting and capital planning, including fiscal development, implementation, oversight and communication of budget issues to the public;
- Capacity for innovative thinking and openness to new approaches to teaching and learning;
- Ability to foster a culture that supports educators to perform at the highest level;
- Demonstrated knowledge of Special Education programming and its administrative elements.

## TIMELINE 2020

February 21	Deadline for submitting applications	March 12-19	School Committee site visits
February 25	Semi-finalists selected	March 12-19	Finalist site visits/interviews
March 2-5	Semi-finalist interviews	March 19	Vote to appoint Superintendent
March 9	Finalists announced	July 1, 2020	Start date

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## APPLICATION PROCESS

For application forms and information, write:

**Dorothy Presser, Hamilton-Wenham Search**  
Mass. Association of School Committees  
One McKinley Square; Boston MA 02109

Telephone: (617) 523-8454

Fax: (617) 742-4125

E-mail: [amartin@masc.org](mailto:amartin@masc.org)



- Complete application information must be received at this location on or before **February 21, 2020**.
- The appointment will be made on **March 19, 2020** with anticipated starting date of **July 1, 2020**.
- For further information contact Dorothy Presser at MASC (see above). **Please do not contact school committee members or members of the school administration.**

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## HAMILTON AND WENHAM COMMUNITIES PROFILE

### HAMILTON

Incorporated in 1793 and named for Alexander Hamilton, the nation's first Treasury Secretary, Hamilton is a rural-suburban town in the eastern central portion of Essex County in northeastern Massachusetts. At the 2010 census, it had a population of 7,764. Currently the town has no manufacturing industry and no industrially-zoned land.

Its location on the North Shore of the state provides easy access to the Atlantic seashore with its reservations, beaches and boating. The town includes many historic houses, pastoral landscapes, and old stone walls that accompany winding tree-lined roads. It also has a rich equestrian heritage, which remains strong due to the influence of the many horse farms and of Myopia Hunt Club, the oldest Polo Club in the United States, which holds frequent equestrian events, including polo most Sunday afternoons. Patton Park, one of the parks in downtown Hamilton, was named after General George S. Patton who dedicated family property in the town as a memorial to the Vietnam soldiers who lost their lives under his command. The homestead is also the inspiration for the school district's mascot, the Generals. Hamilton is home to the interdenominational Gordon-Conwell Theological Seminary and the Pingree School, a private secondary school situated on the town's historic Pingree estate.

Hamilton is closely tied to neighboring Wenham, sharing a school system, library, recreation department, commuter rail station and newspaper. In 2010, the community of Hamilton-Wenham was listed among the "Best Places to Live" by Boston Magazine.

### WENHAM

First settled in the 1630s by colonists from Suffolk County, England, Wenham (meaning "home on the moor") was originally part of Salem. The rural, farming community became a town in its own right in 1643.

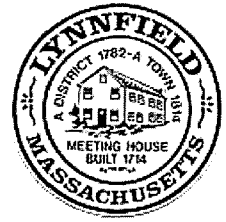
The Industrial Revolution, which changed the face of many Massachusetts towns in the 19th century, passed Wenham by. It remained a small community, with one notable exception. Wenham's ice industry brought the name of Wenham to the notice of people as far away as London, where hotels in the 1850s advertised: "We serve Wenham Lake Ice." Artificial refrigeration and a fire that destroyed the ice house in the late 1800's brought an end to this unique industry. The town remains small and rural with a population of 4,875 (2010 census). The town is also home to Gordon College, a private four-year Christian college and The Academy at Penguin Hall (an independent, all-girls college preparatory school).

*The mission of the Hamilton-Wenham Regional School District is to educate children to become young adults who are of good character and demonstrate mastery of the knowledge and skills needed to be successful members of our global economy and engaged citizens of the 21st century.*

An invitation to apply  
**SUPERINTENDENT OF SCHOOLS**

**Lynnfield Public School District  
Lynnfield, MA**

Visit our website at: [www.lynnfield.k12.ma.us](http://www.lynnfield.k12.ma.us)



## THE SCHOOL DISTRICT

**Student enrollment** 2019-2020: 2,201 (preK-12)

**Budget:** FY20: \$25,875,345

### School buildings

Lynnfield High School (9-12)

Lynnfield Middle School (5-8)

Huckleberry Hill Elementary School (K-4)

Summer Street Elementary/Lynnfield Preschool  
(preK-4)

Administration Building

### Administration and staff

Superintendent

Director of Teaching and Learning

Business Manager

Director of Student Services

Director of Technology

Director of Athletics

Director of Food Services

Curriculum Supervisors/Department Heads (10)

Principals (4)

Assistant Principals (2)

Teachers (170)

School Psychologists (5)

Guidance and School Adjustment Counselors (5)

Nurses (4)

Technology Staff and Assistants (5)

Paraprofessionals and School Aides (64)

School Secretaries/Admin. Assts./Clerks (17)

Food Service Employees (10 FTE; 14 PTE)

Director of Community Schools

Tutors (24)

## LYNNFIELD SCHOOL COMMITTEE

Jamie Hayman, Chair

Richard Sjoberg, Vice Chair

Timothy Doyle

Philip McQueen

Stacy Dahlstedt

*The Lynnfield Public School District is an equal  
opportunity employer.*

## SALARY AND CONTRACT

- \$185-195K; Length of contract: to be negotiated.

## LEADERSHIP QUALITIES AND RESPONSIBILITIES

The Lynnfield School Committee is seeking an exemplary educational leader to serve as the next Superintendent of its public schools. The Committee has identified four key areas in which the incoming Superintendent must be able to demonstrate successful experience and ability. These include educational leadership; communication; culture-building; and administrative/management skills. The successful candidate will have the background, proven experience and expertise to demonstrate the following:

### Educational Leadership

- A commitment to high quality academic opportunities for all students
- A proven commitment to data-driven instruction and collaborative curriculum planning
- Evidence of creating a culture of trust and respect
- Capable of facilitating, supporting and inspiring excellence in teaching

### Communication

- High visibility and accessibility to staff, students and the community
- Effective advocacy on school issues and needs
- Approachable and responsive to individual concerns

### Inclusive Culture

- Success in promoting inclusiveness in a diverse learning community
- Places a priority on the social-emotional well-being of all students
- A thorough working knowledge of Special Education programming

### Administration and Management

- Expertise in developing, implementing and over-seeing a long-term district strategy
- Experience in leading and mentoring a successful administrative team
- Extensive experience in oversight of an operating budget and a strategic plan for enrollment issues and capital projects

## QUALIFICATIONS

- Licensed or eligible for licensure as a superintendent of schools in Massachusetts.
- Master's degree required; advanced degree preferred.
- Minimum of 12 years in education, including teaching (8 years of teaching experience preferred), central office and/or administrative experience.

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## TIMELINE 2020

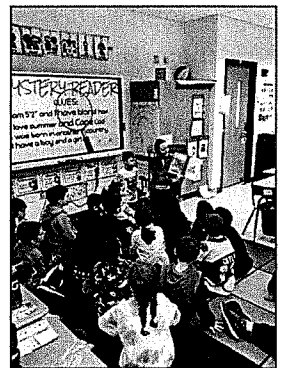
February 28	Deadline for submitting applications	Week of March 23	School Committee site visits
March 5	Semi-finalists selected	Week of March 30	Finalist site visits/interviews
March 9-12	Semi-finalist interviews	April 2	Vote to appoint Superintendent
March 17	Finalists announced	July 1, 2020	Start date

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## APPLICATION PROCESS

For application forms and information, write:

**Dorothy Presser, Lynnfield Search**  
Mass. Association of School Committees  
One McKinley Square; Boston MA 02109  
Telephone: (617) 523-8454  
Fax: (617) 742-4125  
E-mail: [amartin@masc.org](mailto:amartin@masc.org)



- Complete application information must be received at this location on or before **February 28, 2020.**
  - The appointment will be made **on April 2, 2020** with anticipated starting date of **July 1, 2020.**
  - For further information contact Dorothy Presser at MASC (see above).  
**Please do not contact school committee members or members of the school administration.**
- 

## LYNNFIELD COMMUNITY PROFILE

Lynnfield is a small suburban community with both a long history and an eye toward the future. Located just 15 miles north of Boston, it is easily accessible from Route 95/128, Route 1 and Route 93. Residents have easy access to the cultural and recreational amenities of the Boston area, Cape Ann and NH.

The first English settlement in what is now Lynnfield was in 1638. For centuries the town's chief industry was agriculture, with Gerry's Cider Mill and quarrying operations among the most notable industries. Today, the town is mainly residential with a suburban character. As the town has grown, it has maintained a distinctly New England feel in both appearance and spirit. Traditions such as summer Concerts on the Common, the holiday Tree Lighting, and the July 4th 5K road race help provide a strong sense of community. At the same time, Lynnfield has chosen to help secure a strong future with the establishment of the Market Street, a mixed-use development that has helped support municipal and educational services.

The residents of Lynnfield place education as a top priority and they continually support and invest in educational efforts across the school district. Supportive school funding has allowed the district to provide the supports and services to our students that help ensure their success, including staffing, facilities and technology to meet the needs of a growing and increasingly diverse student population. Lynnfield Public Schools continues to receive recognition, both locally and nationally, for its high performance. Most recently, Lynnfield's teachers were ranked in the top 1 percent in the United States by Niche.com.

The mission of the Lynnfield Public Schools is to "support and challenge all students to reach their full potential as individuals and as citizens of the global community." This mission is carried out by fostering a culture of excellence in teaching and learning to create intellectually curious learners, broaden individual skills and talents, and maximize each student's potential.

## The School Vital Statistics

2018 Student Enrollment 1686

1. Nantucket Elementary 379
2. Nantucket Intermediate 387
3. Cyrus Peirce Middle School 381
4. Nantucket High School 539

\*\*\*\*\*

### *Total FY2018 School Appropriation*

**\$27,486,642**

\*\*\*\*\*

## Application Procedure

Completed application materials, electronic or printed, must be received no later than 4pm E.S.T., December 15, 2018 to:

Glenn Koocher  
Executive Director  
MASC  
One McKinley Square  
Boston, MA 02109  
[glkoocher@masc.org](mailto:glkoocher@masc.org)

Application online: [www.masc.org](http://www.masc.org)

**NPS is an Equal Opportunity Employer**

## Requirements:

- Master's degree required, Advanced degree preferred
- Licensed as a Superintendent in Massachusetts
- 10 Years' experience in education, including Classroom Teacher & Building Principal – Superintendent experience preferred
- Central Office experience preferred
- Understands the process of budget development and reporting
- Good communication skills, strong managerial background

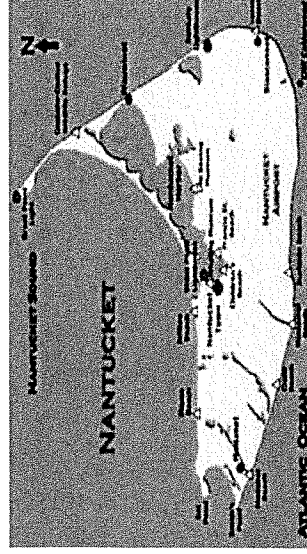
### Salary Range:

*Competitive Salary & Excellent Benefits*

### Start Date:

*Negotiable, would prefer, July 1, 2019  
Three - Year Contract*

**Deadline for Applications: December 15, 2018**



Nantucket Public Schools

*Invites you to apply for the position*

## Superintendent of Schools



*World Class Learning: We Learn, Grow and  
Care through Rigor, Relevance and Relationship*

## Welcome

*Nantucket Public Schools, located in a beautiful and historic setting on an island off the coast of Cape Cod, seeks an outstanding SUPERINTENDENT to lead our district toward a shared vision of continued excellence. The successful candidate will provide leadership and administrative skills to promote the educational development of each student and the professional growth of staff that serve them.*

NANTUCKET – Nicknamed “The Grey Lady” and discovered by Bartholomew Gosnold in 1602, it is a place of incredible beauty and historic charm.

An island 14 miles long and 3.5 miles wide, Nantucket is a haven 27 miles out to sea with something to offer everyone. Once known for its thriving whaling industry, it is now a world famous tourist destination. The population hovers around 15,000 year-round residents and expands to over 50,000 people in the summer.

The National Park Service cites Nantucket, as a designated National Historic Landmark District in 1966, as being the “finest surviving architectural and environmental example of a late 18<sup>th</sup> & early 19<sup>th</sup> century New England seaport town.” National Geographic says Nantucket is the Number One Island of the 10 Best Islands in the World. Made up of the towns Nantucket & Siasconset, it’s the perfect place to set sail towards and begin your new adventure.



## Position Duties

- Demonstrates leadership through empowering and inspiring others within the organization, by shaping a positive and productive school and district culture
- Works effectively with the School Committee to formulate district policy, define mutual expectations for personnel performance and demonstrate effective district governance to all staff, students and the community at large
- Establishes and sustains effective communications with the School Committee, students, staff, parents and community, responding to community feedback and fostering beneficial relationships with the media
- Ability to gather and analyze data for decision making and to provide recommendations to the School Committee for effective and efficient allocation of district resources
- Remains current with advances in curriculum, teaching, learning and assessment theories and “best practices”
- Exhibits knowledge of and ability to promote, effective teaching techniques throughout the district and to facilitate the use of instructional resources to maximize student achievement for ALL students
- Understands and models appropriate value systems, ethics and moral leadership and coordinates with social and human services, as appropriate, to help students grow and develop
- Provides assistance to the School Committee during labor negotiations and administers negotiated labor contracts effectively while keeping abreast of legislative changes affecting the collective bargaining process
- Builds an inclusive climate of trust, safety and respect, and exhibits an understanding and appreciation for our diverse population
- Attracts, supports, and retains talented educators who embrace continued learning

## Other

*Performs related work as required \* Salary and work year as established by the School Committee \* Performance of this job will be assessed in accordance with the Department of Elementary & Secondary Education and Educator Evaluation System of the School Committee as outlined in their policy on assessment of administrative personnel.*

## ADMINISTRATION & STAFF

Superintendent  
Chief Financial Officer  
Director of Special Education  
Director of English Learners Program  
Director of Curriculum & Assessment -  
STEM  
Director of Curriculum & Assessment -  
Humanities  
Elementary Literacy Coordinator  
Director of Technology  
Director of Facilities  
Director of Athletics  
Director of Community School  
Principals (4)  
Assistant Principals (4)

## SELECTION CRITERIA

The successful candidate will be a motivated, dynamic leader who:

- Will provide constancy in leadership to the Northbridge Public Schools.
- Demonstrates understanding of the Northbridge Public Schools' strategic plan, professional development plans, and district goals.
- Understands, recognizes, and supports good teaching.
- Has experience in building and retaining high functioning teams throughout the district.
- Has a demonstrated track record as an advocate for schools.
- Shows experience in building and strengthening relationships with municipal leadership.
- Demonstrates experience in or understanding of the school building process.
- Has experience in building or rebuilding school community.
- Shows experience with special education, English learners, and a changing and diverse population.



Northbridge High School



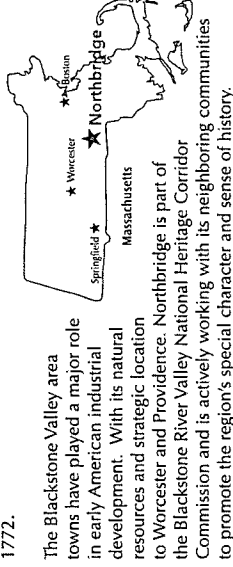
Northbridge Elementary



Balmer Elementary

## COMMUNITY PROFILE

The Town of Northbridge is a growing suburban town made up of several villages, including Linwood, Northbridge, Riverdale, Rockdale and Whitinsville. It is located in the heart of the Blackstone River Valley. The community was established in 1704 and incorporated in 1772.



The Blackstone Valley area towns have played a major role in early American industrial development. With its natural resources and strategic location to Worcester and Providence, Northbridge is part of the Blackstone River Valley National Heritage Corridor Commission and is actively working with its neighboring communities to promote the region's special character and sense of history.

The natural resources that once made Northbridge an industrial area now serve as a panoramic backdrop for residential and economic development. Commuters enjoy a quiet and attractive suburban community atmosphere in a prime location between Interstates 90, 146, 395, and 495 for unparalleled access to regional destinations. The Town's population was 16,544 at the 2015 federal census. School enrollment for the 2018-2019 school year is 2,077.

The Northbridge Public Schools are well supported by our town, its residents, businesses and community organizations. There is a rich history of athletic and academic accomplishment, a thriving arts/music programs, strong connections to our veterans and senior citizens, and a great community spirit.

In November, 2018, the voters of Northbridge overwhelmingly supported the funding for a new, \$100M elementary school, which will open in the fall of 2021 and support our students from Pre-K to 5th grade. Recent town actions have also supported many capital projects at our Middle School, as well as district-wide technology and security updates

An invitation to apply

## SUPERINTENDENT OF SCHOOLS

Northbridge Public Schools  
Northbridge, MA



[www.nps.org](http://www.nps.org)

### MISSION STATEMENT

The Northbridge Public Schools, in partnership with students, families and the community, provide a robust educational experience that inspires critical thinking, collaboration and creativity. We strive to cultivate resilience, personal responsibility and effective communication skills in all students to ensure their social-emotional well-being and personal success.

*The Northbridge Public School District is an equal opportunity/affirmative action employer.*

## SALARY AND CONTRACT

- To be negotiated, commensurate with experience, starting at \$140,000

## TIMELINE 2019

March 29	Deadline for submitting applications
Week of April 4	Semi-finalists selected
Week of April 11	Semi-finalist interviews
April 23	Finalists announced
Week of April 29	Site visits
Week of May 6	Finalist Interviews
Week of May 6	Vote to appoint Superintendent
July 1	Start date



### School Buildings

(Currently four buildings: will be consolidated to three in the Fall of 2021)

#### Northbridge Elementary School (PreK-1)

(Scheduled to be replaced by new PreK-5 school in Fall 2021)

#### W.E. Balmer School (2-4)

(Scheduled to be replaced by new PreK-5 school in Fall 2021)

#### Northbridge Middle School (5-8)

(5th grade moving to new PreK-5 school in Fall 2021)

#### Northbridge High School (9-12)

## THE SCHOOL DISTRICT

Student Enrollment 2018-2019: 2,077

Budget (FY19): \$27,125,322

### Administration and Staff

Superintendent  
 Director of Curriculum, Instruction and Assessment  
 Director of Business and Finance  
 Director of Facilities  
 Director of Pupil Personnel Services  
 Director of Educational Technology  
 Athletic Director (stipended position)  
 School Principals (4)  
 Assistant Principals (3)  
 Teachers (178)  
 School Psychologists (3)  
 Guidance and School Adjustment Counselors (9)  
 Nurses (6)  
 Technology Staff and Assistants (4)  
 Paraprofessionals (66)  
 School Secretaries/Administrative Assistants/Clerks (7)  
 Custodians/Maintenance (18)  
 School Lunch Employees (21)



### Northbridge School Committee

Michael LeBrasseur, Chair  
 Joseph Strazzulla, Vice Chair  
 Brian Paulhus  
 Bethany Cammarano  
 Michael Alden

## QUALIFICATIONS

- Licensed or eligible for licensure as a superintendent of schools in Massachusetts;
- Master's degree required; advanced degree preferred;
- Minimum of 10 years in education, including teaching, central office and/or administrative experience.

## APPLICATION PROCESS

For further information please contact:

Tracy Novick, **NORTHBRIDGE SEARCH**  
 Massachusetts Association of School Committees  
 One McKinley Square, Boston, MA 02109  
 Phone: (800)392-6023 Fax: (617)742-4125  
 Email: [amartin@masc.org](mailto:amartin@masc.org) for application forms  
 Application online: [www.masc.org](http://www.masc.org)

Completed applications and information must be received at this location or faxed on or before **MARCH 29, 2019** at 3:00 p.m. EDT.

The appointment will be made during the week of TBD with anticipated starting date of **JULY 1, 2019**.

For further information, contact Tracy Novick at MASC (see above). Please do not contact School Committee members or members of the administration.



Northbridge Middle School

## AN INVITATION TO APPLY

The Scituate School Committee seeks an outstanding education leader to serve as Superintendent of Schools

Visit our website at: [www.scituate.k12.ma.us](http://www.scituate.k12.ma.us)

## COMMUNITY PROFILE

Scituate is a mid-sized seacoast community located equidistant between Boston and Plymouth. In the 375 years since its incorporation, it has evolved from a summer colony to a residential community but has managed to retain some of the flavor of its past. Ocean-related recreational activities make it a very desirable place in which to live and to raise families.

Its Town Pier accommodates a working fishing fleet and that, coupled with three business areas, represents commercial interests in the town. Scituate also has a strong sense of its history and commemorates its founding in August each year via the celebration of "Heritage Days".

Historic points of interest include: Scituate Lighthouse, The Old Oaken Bucket Homestead and Well, the Lawson Tower, Stockbridge Mill and the Cudworth House as well as the Little Red School House which is the home of the Scituate Historical Society.

Residents pride themselves on the strength of their school system and on the achievements of the great percentage of students (92%) who go on to higher education from Scituate Public Schools. The Town of Scituate is a delightful mix of rural, suburban and seaside lifestyles within a 25 mile ride to the City of Boston.

## ABOUT SCITUATE SCHOOLS

Our mission is to graduate students who are resilient, well-rounded global citizens with the skills, passion & confidence to make a positive impact in our world.

Scituate Public Schools is a district known for innovative, world class education. We prepare our students to succeed in an increasingly globalized society by providing authentic, consistent & innovative curriculum. Our educators meet the needs of all students through engaging, rigorous & research based instructional pedagogy. Our students actively engage in their learning, in schools with flexible learning spaces.

The Scituate Public Schools embraces a set of five core values.

We believe in:

- Building relationships as the foundation for a safe and supportive community
- Success for all students
- Active engagement in learning
- A growth mindset that fosters personal excellence, resilience and perseverance
- Integrity, mutual trust, collaboration and respect for all



The Scituate Public Schools have a commitment to maintaining an educational environment and workplace where bigotry and intolerance, including discrimination on the basis of race, color, national origin, age, sex, sexual orientation, gender identity, religion, homeless status or disability are not tolerated and where any form of intimidation, threat, coercion and/or harassment that insults the dignity of others and interferes with their freedom to learn or work is unacceptable.

## DISTRICT AT A GLANCE

- 2,977 pre-K-12 student in FY 2020
- School Budget: \$41,937,721 (FY2020)
- Scituate High School: 934 students (9-12)
- Lester J. Gates Middle School: 662 students (6-8)
- Cushing Elementary School: 339 students (K-5)
- Hatherly Elementary School: 268 students (K-5)
- Jenkins Elementary School: 340 students (K-5)
- Wampatuck Elementary School: 434 students in (preK-5)



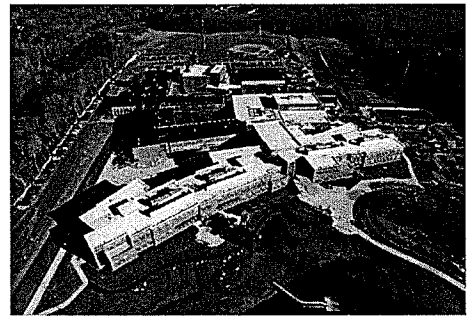
## ADMINISTRATION AND STAFF

Superintendent  
Assistant Superintendent  
Director of Special Education  
Director of Business and Finance  
Director of Human Resources  
Food Service Director  
6 Principals, 3 Assistant Principals  
PreK-12 Department Heads  
300 Teachers (FTE)  
210 Support Staff

*The Scituate Public Schools is an equal opportunity employer.*

## QUALIFICATIONS

- Licensed or eligible for licensure as Superintendent of Schools in Massachusetts
- Master's degree required, advanced degree preferred
- Minimum of ten years' experience in education, including experience in classroom, administration and central office settings
- Salary and benefits negotiable



## KEY RESPONSIBILITIES

**Leadership and Management Skills** – The successful candidate is a team player, comfortable with shared decision-making, a decisive leader, and a visionary.

**Personal Characteristics** – The successful candidate is a good listener, accessible, consistent, and caring.

**School Committee-Superintendent Relations** – The successful candidate is willing to assume a lead role in decision-making while keeping the board informed, understands the difference between policy and administration and acts accordingly, and can lead the Board in goal-setting and planning.

**Staff Relations** – The successful candidate maintains open channels of communication to and from staff, creates an atmosphere of trust and mutual respect, and supports staff development activities.

**Community Relations** – The successful candidate effectively advocates school issues and needs, communicates effectively on both private and public levels, and responds to individual concerns in an appropriate manner.

**School Finance** – The successful candidate develops and explains the rationale for the budget to the school committee and local officials and lobbies on behalf of the school district.

## SCITUATE SCHOOL COMMITTEE

Janice Lindblom, Chair  
Peter Gates, Vice Chair  
Nicole Brandolini, Secretary  
Michael Long, Member  
Michael Hayes, Member



## APPLICATION PROCESS

Application available at [www.masc.org](http://www.masc.org)

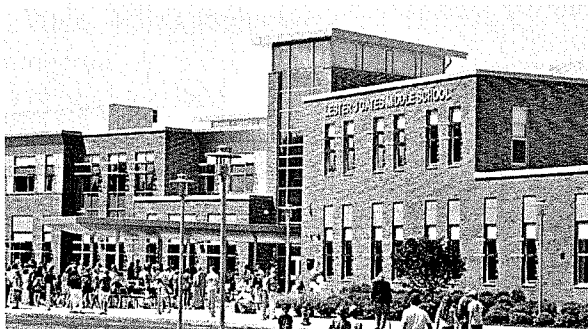
Application Deadline: Must be received by 3:00 pm EDT Thursday, March 5, 2020

Appointment Anticipated: Mid-April 2020

Starting Date: July 1, 2020

Applications can be submitted:

- Electronically to [amartin@masc.org](mailto:amartin@masc.org) with the subject line Scituate Superintendent Search or
- By mail to Attn: Scituate Superintendent Search, MASC, One McKinley Square, Boston MA 02109. For more information contact Jim Hardy at [jhardy@masc.org](mailto:jhardy@masc.org) or (617) 523-8454.



## SELECTION CRITERIA

The Stoneham School Committee seeks a dynamic, forward-thinking leader who demonstrates:

- Success in improving and maintaining high academic performance;
- Success in building construction and facilities management;
- Excellent communication and political skills;
- Experience with development and implementation of curriculum;
- Skills in budget development and implementation;
- Understanding and recognition of good teaching;
- Successful administrative experience;
- Success in community and family engagement;
- Experience with long-term planning and goal setting;
- Experience with educational technology and digital learning.

## APPLICATION PROCESS

For further information please contact:

**Mike Gilbert, Stoneham Search**  
 Massachusetts Association of School Committees  
 One McKinley Square, Boston, MA 02109  
 Phone: (800)392-6023; Fax: (617)742-4125  
 Email: [nolsen@masc.org](mailto:nolsen@masc.org) for application forms  
 Application online: [www.masc.org](http://www.masc.org)

Completed applications and information must be received at this location or faxed on or before **January 12, 2017 at 3:00 p.m. EDT.**

The appointment will be made on or about **March 6, 2017** with anticipated starting date of **July 1, 2017** or as soon as possible.

For further information, contact Mike Gilbert at MASC (see above). Please do not contact School Committee members or members of the administration.

## COMMUNITY PROFILE

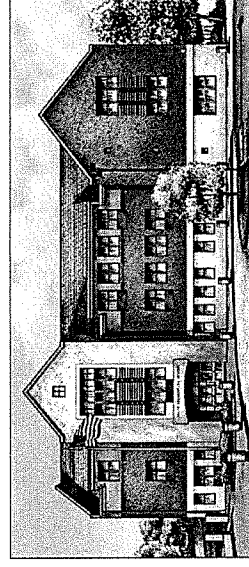
Incorporated in 1725, Stoneham is proud of its history and its ongoing proactive efforts to shape its future.

Conveniently located between interstate routes 95 and 93 on 6.6 square miles, Stoneham is only 7 miles from Boston.

While close to the resources of the city, Stoneham retains a small-town atmosphere. Through Town and business initiatives, Stoneham Square boasts the recently renovated Stoneham Theatre with professional performances, a new state-of-the-art community cable TV station, and a recently constructed Town Common surrounded by a new Police Station, Town Hall and Fire Station. Within its borders, Stoneham also enjoys the amenities of the Stone Zoo and Middlesex Fells Reservation, with their many educational and recreational opportunities.

The Town of Stoneham is committed to providing a high quality of life for its citizens. In 2003, the Town completed a \$45 million renovation of its four elementary schools and the \$40 million Central Middle School opened in 2014. The business and local non-profit community continues to promote partnerships with the schools.

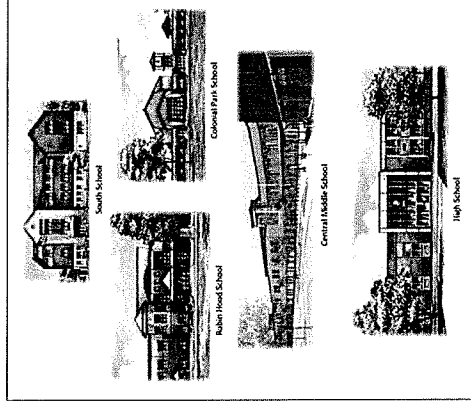
Stoneham's 22,500 residents are governed by Open Town Meeting, a five-member Board of Selectmen and a Town Administrator.



An invitation to apply

## SUPERINTENDENT OF SCHOOLS

**Stoneham Public Schools**  
**Stoneham, MA**



Visit our website at: [www.stonehamschools.org](http://www.stonehamschools.org)

*The Stoneham Public School District is an equal opportunity employer.*

### Mission Statement

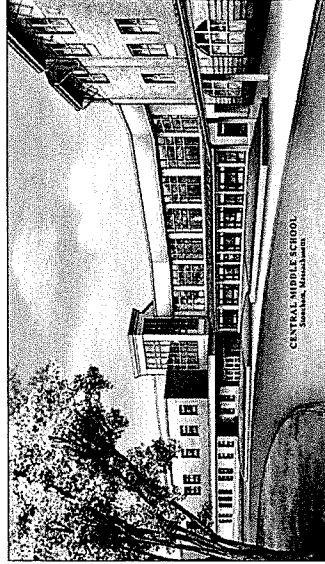
Anticipating the challenges and opportunities of a 21st century world, the Stoneham Public Schools develop students who:

- Are creative, critical and independent thinkers
- Demonstrate respect for and acceptance of self and others
- Know and apply communication and information literacy skills
- Are responsible contributors to the local society.

### CORE VALUES

All members of the Stoneham community:

- Support a safe, inclusive educational environment.
- Foster and hold high expectations for student learning.
- Share responsibility for the success of our students.



## OUR SCHOOL DISTRICT

**Student Enrollment 2016-2017:** (pre-K - 12): 2,353

**Budget (FY17):** \$26,734, 742

### School Buildings:

Colonial Park Elementary School (preK-4)  
Robin Hood Elementary School (preK-4)  
South Elementary School (K-4)  
Stoneham Central Middle School (5-8)  
Stoneham High School (9-12)

### Administration and staff:

Superintendent  
Director of Finance  
Director of Instructional Technology  
Curriculum Director  
Director of Student Services  
Facilities Director  
School Principals (5)  
Assistant Principals and Athletic Director (4)  
Program Supervisors English, Math, Science, Social Studies (grades 5-12) (3.2)  
Program Supervisors Special Education (grades preK-4, 5-8, 9-12) (3)  
Classroom Teachers (158.7)  
Special Education Teachers and School Psychologists (46.2)  
Guidance and School Adjustment Counselors (12.4)  
Nurses (5.4)  
Tutors and Therapists (19.9)  
Technology Staff and Assistants (8.1)  
Paraprofessionals (53.3)  
School Secretaries/Admin. Asst./Clerks (14)  
Custodians (18.7)  
School Lunch Employees (12.1)  
Sipended Head Nurse, ELL Coordinator, Elementary Head and Lead Teachers and Department Heads of Guidance, Fine Arts and World Language

### Stoneham School Committee

David Maurer, Chair  
Shawn McCarthy, Vice Chair  
Marie Christie  
Shelly MacNeill  
Rachel Meredith-Warren  
Dylan Oesch-Emmel (student member)

## QUALIFICATIONS

- Licensed or eligible for licensure as a superintendent of schools in Massachusetts.
- Master's degree required.
- Ten (10) years of successful work experience in education.

## SALARY AND CONTRACT

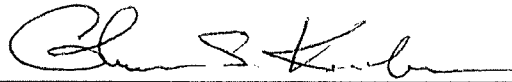
- \$175-185K, three-year contract. Benefits negotiable.

## TIMELINE 2017

January 12	Deadline for submitting applications
January 19	Semi-finalists selected
January 23-27	Semi-finalist interviews
January 27	Finalists selected
February 6-10	School Committee site visits
February 27-March 6	Finalist site visits/interviews
March 6	Vote to appoint Superintendent
July 1, 2017	Start date
or as soon as possible	

**TOWN OF READING  
CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, joint venture, partnership, corporation, union, committee, club, or other organization, entity, business, group of individuals or legal entity.



(Signature of Person Signing)

Glenn S. Koocher

(Printed Name of Person Signing)

MA Association of School Committees, Inc.

(Name of business)

18 August, 2020

Date



Massachusetts Association of School Committees, Inc.

One McKinley Square, Boston, Massachusetts 02109

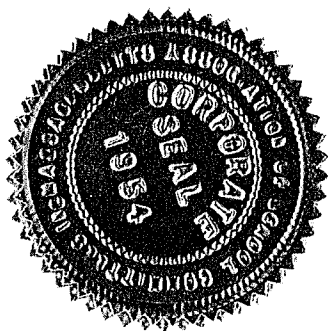
(617) 523-8454 (800) 392-6023 fax: (617) 742-4125 www.masc.org

## MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES

The following action was taken by the unanimous vote of the Board of Directors on September 13, 2017:

**RESOLVED:** That Glenn S. Koocher, the Executive Director of Massachusetts Association of School Committees is empowered and authorized to execute and deliver in the name of this association all deeds, leases, transfers, contracts, bonds, notes, drafts, and other obligations, made, accepted, or endorsed by the Association and to affix the corporate seal.

IN WITNESS WHEREOF, the undersigned has affixed her signature and corporate seal this 13th day of September, 2017.



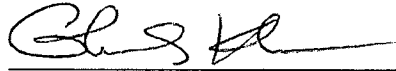
  
Secretary

**TOWN OF READING  
TAX COMPLIANCE CERTIFICATE**

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Glenn S. Koocher

Printed name of person signing



Signature of person signing

MA Association of School Committees, Inc.

Name of business

04-2244848

\*Social Security Number or Federal  
Identification Number

18 August, 2020

Date

\*Your social security number may be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Providers who fail to correct their non-filing or delinquency will not have a contract or other agreement issued, renewed, or extended.

**TECHNICAL PROPOSAL**  
DO NOT INCLUDE ANY PRICING IN YOUR TECHNICAL PROPOSAL

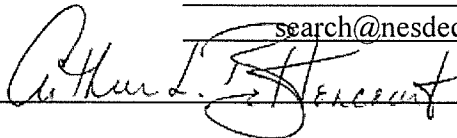
This form and accompanying materials must be completed and placed in a **separate** sealed  
envelope marked

**“RFP– TECHNICAL PROPOSAL”**

This proposal includes addenda number(s) \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_,

Name of Firm/ Individual Submitting Proposal: NESDEC  
Address: 28 Lord Road, Marlborough, MA 01752

Telephone: 508-481-9444  
Fax: \_\_\_\_\_  
Email: search@nesdec.org

Signature of Proposer: 

Name of Proposer: Arthur Bettencourt

Address: \_\_\_\_\_  
\_\_\_\_\_

Date: 8/10/20

The **Technical Proposal** must include the following:

1. Table of Contents, showing where required information can be found by section and page.
2. Letter of Interest, including the firm’s history and the name of the principal or “Lead Consultant” who will be the person assigned to work directly with the School Committee on this search. Proposers are directed to note that the contract will require that the same principal or “lead consultant” be assigned to this contract for the duration of the search process, through and including the hiring of a Superintendent for the Reading Public Schools.
3. Organizational Chart, if the Proposer is a firm or corporation, indicating the name and position of all consultants who will work with the School Committee on this search. If the Proposer is not a firm or corporation, the Proposer should so state in this section.
4. Current Resume(s), including summaries of credentials and number of years of experience providing executive search services, for all consultants who will be assigned to work with the School Committee on this search (including the Lead Consultant).
5. Description of the Proposer’s Approach and Plan for performing services outlined in the Scope of Work, including:
  - a description of how the Proposer will specifically identify and target the needs of our district in the search for a new Superintendent of Schools;

- a description of the consultant's approach to ensuring community involvement and input;
- a description of proposed candidate recruitment strategies;
- a description of the consultant's proposed implementation plan; and
- a proposed timeline with specific milestones.
- **List of Recent Contracts**, including name, address and telephone number, of all school districts or communities for which the firm has provided similar executive search services during the past five (5) years.
- **References**, for a minimum of five (5) comparable executive search projects completed in the past five (5) years, including at least three (3) references from Massachusetts school district searches conducted by the Lead Consultant to be assigned to the Reading Public Schools search, with the following information for each:
  - Client's name and address
  - Name, e-mail address and phone number for at least one primary contact for each client
  - Dates of service to the district
  - Number of students in the district

The School Committee reserves the right to research references beyond those given.

- **Promotional Material**, include advertisements, brochures or other recruitment materials used in Superintendent searches or promotional literature about the firm.
  - **Minimum Criteria Documentation**, including all documents necessary to show that the Proposer meets the minimum requirements.
  - **Signed Certificate of Non-Collusion**
  - **Signed Certificate of Authority** (If a corporation)
  - **Signed Certificate Payment of Taxes**
6. The Proposer must include in its proposal **all information needed** for the Evaluation Committee members to accurately rate each proposal **based on the Comparative Criteria provided**. Proposals that omit or do not clearly provide information needed to appropriately rate each proposal **will be deemed non- responsive and therefore the proposal will be rejected**.
  7. The Proposer must state whether the company has, under the laws of any province, territory, state, or country, in the last seven (7) years been declared bankrupt or made a voluntary assignment in bankruptcy or made a proposal under any legislation relating to bankruptcy or insolvency.

## PROPOSER INFORMATION & STATEMENT OF QUALIFICATIONS

The following information is provided as evidence of the proposer's qualifications to perform work, as proposal upon, in accordance with the contract specifications. All questions must be answered. Additional data may be submitted on separate, 8.5 x 11 inch attached sheets.

### PROPOSER IDENTIFYING INFORMATION:

Company Name: \_\_\_\_\_ NESDEC \_\_\_\_\_  
Main Office Address: \_\_\_\_\_ 28 Lord Road Marlborough, MA 01752 \_\_\_\_\_  
Official Mailing Address: \_\_\_\_\_  
Contact Person: \_\_\_\_\_ Arthur Bettencourt \_\_\_\_\_  
Telephone Number: \_\_\_\_\_ 508-481-9444 \_\_\_\_\_ Fax Number: \_\_\_\_\_  
E-Mail Address: \_\_\_\_\_ search@nesdec.org \_\_\_\_\_

### LIST OF CONTRACTS:

- 1. List of Contracts. Please submit a complete list of all contracts performed within the last five (5) years. Description of services provided shall include rates, and any other material or information to adequately describe the program offered. Such information must be submitted with the Proposal Documents. Attach additional sheets as necessary.**

A. Contract Entity: \_\_\_\_\_ See attachment \_\_\_\_\_ Contact: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Contract Value \$: \_\_\_\_\_ Contract Years: \_\_\_\_\_  
Description and Date(s) of Services Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

B. Contract Entity: \_\_\_\_\_ Contact: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Contract Value \$: \_\_\_\_\_ Contract Years: \_\_\_\_\_  
Description and Date(s) of Services Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

C. Contract Entity: \_\_\_\_\_ Contact: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Contract Value \$: \_\_\_\_\_ Contract Years: \_\_\_\_\_  
Description and Date(s) of Services Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

D. Contract Entity: \_\_\_\_\_ Contact: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Contract Value \$: \_\_\_\_\_ Contract Years: \_\_\_\_\_  
Description and Date(s) of Services Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

E. Contract Entity: \_\_\_\_\_ Contact: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Contract Value \$: \_\_\_\_\_ Contract Years: \_\_\_\_\_  
Description and Date(s) of Services Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1. Will the proposer be able to complete the services under this contract by the indicated dates? ☒ Yes ☐ No
2. Is the Proposer prepared to execute the Town's contract if awarded? ☒ Yes ☐ No
3. Has the Proposer (Company) ever been debarred from doing business with any federal, state or local agency? ☐ Yes ☒ No If yes please provide the details (on a separate paper attached to this form) including agency name, date and reason for debarment.
4. Has the Proposer (Company) ever defaulted on a contract or has been rejected as non-responsive within the past five years? ☐ Yes ☒ No If yes please provide details.
5. Has the Proposer (Company) or anyone a party to the proposed contract ever failed to complete a contract awarded? ☐ Yes ☒ No If yes, provide details.
6. Can the Proposer (Company) provide, upon request, proof of financial solvency? (The Town may request audited financial statements, financial references, and/or conduct an independent background check)? ☒ Yes ☐ No

**SIGNATURE/ ACKNOWLEDGEMENT:**

This section must be signed by an individual with the authority to commit the entity to a binding agreement. If the Proposer is an individual, this section must be signed by the Proposer, personally. If a partnership, the Proposal must be signed by the name of the partnership, followed by the signature of each partner. If a corporation, the Proposal must be signed by an authorized officer, whose signature shall be attested by the Secretary of the Corporation and the Corporate Seal affixed.

The undersigned assures that this proposal, as presented in its entirety, is made in good faith, without fraud, collusion, or connection of any kind with any other proposer for the same work. Additionally, the undersigned assures that he/she has informed himself/herself fully of the information presented in this proposal, and he/she has made his own examinations and estimates and from them makes this Proposal.

The undersigned also understands that the School Committee reserves the right to waive any informalities in, to reject any and all Proposals, or any part thereof, and/or accept any proposal or part thereof, or to select a proposer whose proposal is not the lowest, which it considers to be in the best interests of the Reading Public Schools and the Town of Reading.

With the above understanding, the undersigned proposes to provide the services described in this proposal, and to comply in all respects with said specifications for the sum or sums stated herein. In addition, the undersigned agrees, that, if awarded this contract, he/she will execute a contract within sixty business days, after presentation by the awarding authority, in accordance with the terms of this Proposal.

Signature of Proposer: Arthur L. Bettencourt

Name of Proposer: Arthur Bettencourt

Title of Proposer: Executive Director Date: 8/10/20



*New England School Development Council*

28 Lord Road, Marlborough, MA 01752 ➤ Tel: 508-481-9444 ➤ [www.nesdec.org](http://www.nesdec.org)

**PROPOSAL TO  
READING PUBLIC SCHOOLS  
FOR  
SUPERINTENDENT SEARCH SERVICES**

**RFP 21-02  
DUE DATE: AUGUST 19, 2020**

**TECHNICAL PROPOSAL**

**New England School Development Council  
28 Lord Road  
Marlborough, MA 01752  
508-481-9444  
[nesdec@nesdec.org](mailto:nesdec@nesdec.org)  
[www.nesdec.org](http://www.nesdec.org)**

*Member:*





*New England School Development Council*

28 Lord Road, Marlborough, MA 01752 ➤ Tel: 508-481-9444 ➤ [www.nesdec.org](http://www.nesdec.org)

August 10, 2020

Reading Public Schools  
Mr. Charles Robinson, Chair, School Committee  
82 Oakland Road  
Reading, MA, 01867

Dear Mr. Robinson and Members of the Reading School Committee:

I am pleased to respond to your request for information relative to assisting in the search for a Superintendent for Reading Public Schools. **As a NESDEC affiliate, Reading is entitled to a discount on our search services. This discount is itemized in the Cost Proposal which accompanies the Technical Proposal.**

The enclosed proposal outlines our search process. I hope this information will give you an idea of the scope and breadth of a **NESDEC Search**. As you review our proposal, you will note that some items may require greater specification after the search begins, e.g., where to advertise, the number of initial interviews or finalists. These specifications would be made through discussion with and approval of the School Committee.

In deciding who might best provide assistance to your district, we hope you would consider that NESDEC is a comprehensive educational organization. We do much more than **Executive Searches**. NESDEC's **Professional Development** offerings attract many educators annually; our **Planning** work includes enrollment projections for over 300 school districts as well as many other facility, staffing and specialized studies across New England; and our **Research and Development** efforts have resulted in several national publications on the topic of improving student achievement.

NESDEC distinguishes itself in another important way. Headquartered in New England since 1946, NESDEC has gained a deep understanding of the advantages, challenges, and cultural demands associated with being an educational leader in the region. In addition, as a result of NESDEC's longtime association with the National School Development Council (NSDC), the firm has a well-developed capacity to network, recruit and attract talented applicants on a nationwide basis.

We are committed to an effective search process that will provide Reading with a Superintendent who will meet the needs and expectations of the School Committee and the community. We thank you for considering NESDEC to assist in your district's upcoming search.

Very truly yours,

Arthur L. Bettencourt, Ed.D.  
Executive Director



## **ABOUT NESDEC**

### ***OVERVIEW OF NESDEC'S SEARCH ASSISTANCE***

The New England School Development Council (NESDEC) is pleased to submit this proposal to Reading Public Schools describing the services we would provide in a superintendent search.

NESDEC's search assistance includes several components designed to attract well-qualified candidates.

- An announcement process, which includes print and electronic communication with our exclusive regional and national networks.
- An active regional and national recruitment component designed to provide high-performing candidates.
- A consultant supported by a region-wide search staff with direct experience as a Superintendent of Schools.
- A formal follow-up process, which includes an Entry Planning consultation for the new Superintendent, and the options of a fee-based Superintendent/School Committee retreat and/or Executive Coaching support for the new Superintendent.

### ***QUALIFICATIONS***

Originally established at the Harvard Graduate School of Education, NESDEC, now a stand-alone, not-for-profit corporation, has been serving New England school districts since 1946. NESDEC's Executive Search Program was started with the specific objective of broadening the base of high-quality candidates available to school systems when they need to fill an administrative vacancy. Since the inception of the program, we have conducted well over six hundred successful executive searches throughout New England.

In deciding who might best provide assistance, we hope you would consider that NESDEC is a comprehensive educational organization. In addition to executive searches, we offer services in the areas of planning and management, professional development, and research and development.

### ***EXECUTIVE SEARCH TAILORED TO DISTRICT***

Each NESDEC executive search is designed around the client's specific needs and expectations. Before initiating an executive search, NESDEC recommends that the first order of business is meeting with the School Committee to ensure that all the elements of the search expected by the Committee are included and that the timeline is constructed so as to accommodate the agreed-upon search activities.

## **PROPOSER'S APPROACH AND PLAN**

**The Scope of Services would be provided by Senior NESDEC Search Associate Dr. Carolyn Burke and Executive Director Dr. Arthur Bettencourt (resumes attached) who would do the following:**

### **A. DEVELOP A SCHEDULE FOR THE SUPERINTENDENT SEARCH**

The NESDEC consultant(s) would meet virtually (via video-conference or telephone conference call) with the School Committee to develop an event schedule/timeline for the entire process. This schedule would detail the major tasks in the search process and delineate the respective responsibilities of the consultant and the School Committee.

### **B. PUBLICIZE VACANCY**

1. NESDEC would prepare a personalized informational letter (one page) describing the position, the community, and the school district. The School Committee and/or a representative would provide the input for the letter and would approve the final copy. The letter and any additional contents would fit into a regular No. 10 business envelope (4 1/8" X 9 1/2"), up to one-ounce total weight. NESDEC would have the letter printed on school district or NESDEC stationery as selected by the School Committee. (See our Cost Proposal for information on the option of a printed, personalized, color brochure.)
2. NESDEC would prepare a customized application form which would include a permission statement for release and verification of records.
3. NESDEC would mail the informational letter announcing the vacancy and requesting nominations to the **NESDEC/NSDC (National School Development Council)** Recruiting Network including:
  - Superintendents, assistant superintendents and job-related personnel in Massachusetts
  - Member communities of the New England School Development Council
  - Superintendents, assistant superintendents, and job-related personnel in selected school districts throughout New England, New York, New Jersey and Pennsylvania with characteristics similar to Reading
  - Executive Directors of study councils (like NESDEC) affiliated with the National School Development Council
  - Placement offices of colleges and universities throughout the nation that prepare school administrators
  - Selected educational leadership professors throughout New England
  - Other colleges and institutions as suggested by the School Committee
  - Officers of the Suburban School Superintendents (National)
  - Selected Executive Directors of state superintendent and school board associations in the United States
  - Selected educational leaders across the nation

**C. ADVERTISING**

1. NESDEC would place an advertisement on SchoolSpring. This online, national advertisement would run for approximately 30 days and would be included at no additional cost to the District.
2. NESDEC would place an advertisement in "Top School Jobs," the online advertising service of *Education Week*. This national advertisement would run for approximately 30 days and would be included at no additional cost to the District.
3. NESDEC would place an announcement in the "Job Bulletin" section of the American Association of School Administrators (AASA) website. This online, national announcement would run for approximately 30 days and would be included at no additional cost to the District.
4. NESDEC would discuss with the School Committee options for fee-based advertising of the vacancy in selected venues. Please refer to our Cost Proposal for fee-based advertising options.
5. NESDEC would prepare newspaper copy for use in advertisements as directed by the School Committee, if requested.

**D. ELECTRONIC OUTREACH**

1. NESDEC would announce the vacancy and provide information through the NESDEC website, [www.nesdec.org](http://www.nesdec.org). The application would be available online as well.
2. NESDEC would announce the vacancy and provide information through the National School Development Council website, [www.nsdcs.org](http://www.nsdcs.org), giving the announcement additional national exposure.
3. NESDEC would place announcements in assorted superintendent/school board association websites.
4. NESDEC would prepare a customized electronic announcement of the vacancy and send it via email to:
  - member communities of the New England School Development Council
  - superintendents, assistant superintendents, and job-related personnel in Massachusetts
  - selected New England, New York, New Jersey and Pennsylvania superintendents in school districts with similar characteristics to Reading
  - other selected members of the NESDEC/NSDC National Recruiting Network

**E. REGIONAL AND NATIONAL RECRUITMENT OF CANDIDATES**

Using its proprietary network, NESDEC recruits at the state, regional and national levels. Although NESDEC is a nationally recognized search firm, our national reach is further enhanced through our association with the National School Development Council (NSDC).

NESDEC would actively recruit candidates for the position from its network of educational leaders representing school study councils nationwide, urban and suburban school superintendents, professors of educational administration and national professional associations.

**F. DEVELOP A SUCCESSFUL CANDIDATE PROFILE**

1. NESDEC would meet with the School Committee (likely via video-conference or telephone conference call) to develop a plan for assessing the needs of the school system as seen by a cross-section of staff, students, parents and other community-members.
2. The consultant(s) would meet with school/community representatives in up to six focus groups (likely conducted via video-conference) as determined by the School Committee to receive their input regarding the new Superintendent. If requested by the School Committee, the focus groups would be augmented through telephone/video-conference interviews of selected officials, educational leaders, citizens and others in the community.
3. If requested by the School Committee, NESDEC, using its proprietary web-based Community Input Questionnaire, would seek the views of school and community stakeholders/representatives regarding the characteristics and competencies desired in the new Superintendent.
4. Incorporating the input provided through the focus groups, interviews and electronic survey, the consultant(s) would conduct a facilitated conversation with the School Committee to discuss the qualities sought in the new Superintendent and the priorities for his/her attention once appointed.
5. The results of the facilitated conversation would be developed into a Successful Candidate Profile and criteria to be used as applications are screened and candidates interviewed. (Please see our Cost Proposal for the option of additional virtual focus groups.)

**G. ASSIST IN SCREENING APPLICATIONS**

The consultant(s) would develop with the School Committee a process for the screening of candidates. Since there are several alternatives, the process can be tailored to meet the needs of the School Committee.

## **H. ASSIST IN INTERVIEWS OF CANDIDATES**

1. The consultant(s) would conduct a virtual/online workshop with the School Committee/Screening Committee to assist them in the interviewing and selection process. The consultant would assist in the preparation of questions, in the development of rating scales, and in the planning of interviewing techniques.
2. NESDEC would arrange the interview schedules and provide the Screening Committee with secure access to the dossier on each of the candidates via NESDEC's proprietary executive search website. NESDEC would discuss with the School Committee/Screening Committee the role of the consultant(s) during the preliminary interview phase of the search. If requested by the School Committee/Screening Committee, the consultant(s) would attend some or all of the preliminary interviews (likely conducted online), and they would be available to debrief with the liaison and the candidates after each round of interviews. The consultant(s) would continue to assist during the interview process, as requested.
3. Once the Screening Committee has determined the finalists, the consultant(s) would conduct credential verification and additional reference checks and would assist members of the School Committee in making independent reference checks.
4. NESDEC would assist with arrangements for finalists' interviews (likely conducted via video-conference) and in developing further interactions/exchanges with the school district and the community. The consultant(s) would also be available to facilitate a virtual meeting of the School Committee after the finalists' interviews, if requested.
5. If requested, NESDEC would assist with arrangements for School Committee members to communicate (virtually) with representatives of the finalists' present school districts or institutions.
6. NESDEC would assist the School Committee in the final selection process, as requested, including the development of an "Agreement in Principle" with each of the finalists to discuss the terms and conditions of an offer before the selection.

## **I. ADMINISTER ALL SEARCH DETAILS**

1. During the application process, NESDEC would respond to questions from interested candidates and send them the informational letter and application as requested.
2. NESDEC would receive all applications at its headquarters.
3. NESDEC would create and maintain candidate files.
4. NESDEC would check all applications to determine they are complete, and if not complete, follow up with the potential candidate so that all material might be received by the closing date.
5. NESDEC would communicate with unsuccessful candidates at appropriate stages during the search process. Once the School Committee has selected the new Superintendent,

NESDEC would send letters to all the unsuccessful candidates and other groups in our network announcing the School Committee's choice.

**J. MAINTAIN ON-GOING COMMUNICATION WITH THE SCHOOL COMMITTEE**

NESDEC's intent is to keep the School Committee informed about what is occurring at each stage of the search process. The consultant(s) would confer with the School Committee/ Screening Committee as needed throughout the search. The consultant(s) would communicate regularly by telephone, text, email and/or video-conference, and would provide progress reports to the Chairperson and/or the designated liaison.

**K. FOLLOW-UP**

1. NESDEC would assist with initial contract arrangements between the new Superintendent and the School Committee, if requested.
2. NESDEC would invite the new Superintendent to confer with one of our consultants to discuss the transition process particularly as it relates to his/her Entry Plan.

**L. SEARCH DESIGN FLEXIBILITY**

Please note that NESDEC has the capacity to design a search around the School Committee's specific needs in order to accommodate such things as: desired timeline, degree of community involvement, and/or cost.

**M. LANGUAGE TRANSLATION SERVICES**

Please note: This proposal does not include language translation services of any kind. It is assumed that this type of assistance would be the responsibility of the District/municipality.

However, if language translation services are required, NESDEC would coordinate with the local district-assigned translator to ensure the inclusion of members of the community in need of this service.

**N. WARRANTY**

The search would be deemed completed upon the appointment of the new Superintendent to the position. If, after due consideration, the School Committee determines that it does not wish to appoint any of the candidates who have applied for the position, NESDEC would conduct a follow-up search for the same position and would provide consulting and support services at no cost except for advertising and search related expenses. (Fixed search-related expenses are noted in the Cost Proposal.)

If a candidate chosen as the result of a NESDEC executive search should leave the position either voluntarily or involuntarily for any reason other than retirement or a transfer/appointment in the school system or transfer/appointment to a position in the municipality within a two-year period of the initial appointment date, NESDEC would provide free of charge consulting and support services comparable to those of the initial search, on a one-time basis, exclusive of advertising and related expenses, to conduct a new search for the same position; provided that,

at the time, the District has maintained active status as a NESDEC affiliate. (Fixed search-related expenses are noted in the Cost Proposal.)

**O. NESDEC AFFILIATION**

**Reading Public Schools is a NESDEC affiliate and, therefore, entitled to a 20% discount on our consulting fee.**

## **NESDEC EXECUTIVE SEARCH ASSOCIATES**

### **Carolyn J. Burke, Ed.D. Senior Staff Associate, Planning and Executive Search**

Dr. Carolyn Burke has been a public school educator for over thirty-five years. She received a Bachelor of Science degree in elementary education from Boston State College, a Master's degree in special education and a Master's degree in administration from the University of Massachusetts, Boston. She earned a Doctorate from Boston University in Policy, Planning and Administration. Dr. Burke worked as a school principal for over 18 years and as an assistant principal, head teacher and teacher of all grades 1-6, including special education inclusion and grade six math/science. She served as the Associate Program Director for the Rural Small Schools Network at NESDEC, adjunct faculty at Salem (MA) State College, Graduate School of Education, and most recently, as a senior instructor in the Department of Educational Leadership at Cambridge College, Cambridge, MA. Dr. Burke has conducted numerous NESDEC executive searches in New England.

### **Arthur L. Bettencourt, Ed.D. Executive Director**

Dr. Bettencourt received his B.A. from Salem State College, his Master's degree from Tufts University, and his Doctorate from Boston University. He served as a Superintendent of Schools in Massachusetts for twenty-one years. Prior to working as a Superintendent, he held several administrative positions in public schools. Dr. Bettencourt has been a Lecturer at Simmons College in Boston, Massachusetts, and is active in the training and preparation of educators at the graduate level. He also serves on the Boston University Pre-k-12 Educational Advisory Board. Dr. Bettencourt has offered numerous professional development workshops in school governance, planning and organizational development, leadership entry, career path development, and curriculum design. While serving as a superintendent, Dr. Bettencourt administered several school construction and renovation projects at both the elementary and secondary levels. He is on the Board of Directors of the National School Development Council and is a past-president of the organization. He is also on the editorial board of the *Journal for Leadership and Instruction*, a peer-reviewed, international research journal for educational professionals. Dr. Bettencourt coordinates all of NESDEC's executive search and planning projects, and has worked for the firm since 2004.

**CAROLYN J. BURKE, Ed.D.**  
**48 Marathon Street**  
**Arlington, MA 02474**

**EDUCATION:**

**Doctorate**

Boston University, Boston, MA  
Policy, Planning and Administration

**Master of Science**

University of Massachusetts, Boston, MA  
Education/Administration

**Master of Science**

University of Massachusetts, Boston, MA  
Special Education

**Bachelor of Science**

Boston State College, Boston, MA  
Elementary Education

**PROFESSIONAL  
EXPERIENCE:**

**Staff Associate**

New England School Development Council (NESDEC)  
Marlborough, MA

**Senior Instructor: Department of Educational Leadership**

Cambridge College, Cambridge, MA

**Principal**

Hemenway School  
Framingham, MA

**Associate Program Director, Small Schools Network**

New England School Development Council  
Marlborough, MA

**Adjunct Faculty, Graduate School of Education**

Salem State College  
Salem, MA

**Administrative Intern**

**Assistant Principal/Head Teacher, South School  
Teacher (all grades 1-6)**

Stoneham Public Schools  
Stoneham, MA

**ARTHUR L. BETTENCOURT, Ed.D.**  
**148 Union Street**  
**Norfolk, MA 02056**

**EDUCATION:**

**Doctorate**

Boston University, Boston, MA  
Educational Leadership/Systems Development & Adaptation

**Master of Education**

Tufts University, Medford, MA

**Bachelor of Arts**

Salem State College, Salem, MA  
Biology

**PROFESSIONAL  
EXPERIENCE:**

**Executive Director**

New England School Development Council

**Lecturer**

Simmons College, Boston, MA

**Executive Search Consultant**

New England School Development Council

**Superintendent of Schools**

Medway Public Schools, Medway, MA

**Superintendent of Schools**

Supervisory Union No. 47  
Bolton and Stow, MA

**Principal, Assistant Principal**

Dover Public Schools  
Dover, NH

**Science Department Curriculum Associate (Chair)**

Weeks Junior High School  
Newton Public Schools  
Newton, MA

**Science Teacher**

Weeks Junior High School  
Newton Public Schools  
Newton, MA

**A PARTIAL LIST OF RECENT NEW ENGLAND SEARCHES  
CONDUCTED BY NESDEC**

**ACTON-BOXBOROUGH RSD, MA – SUPERINTENDENT**

16 Charter Road 978-264-4700  
Acton, MA 01720  
Diane Baum, School Committee and Chair of Screening Committee

**BILLERICA, MA – SUPERINTENDENT**

Billerica Town Hall, Room 215 978-528-7918  
365 Boston Road  
Billerica, MA 01821  
Maryanne Laurendeau, School Committee

**BROOKLYN, CT – SUPERINTENDENT**

119 Gorman Road 860-774-9153  
Brooklyn, CT 06234  
Aimee Genna, Chair, Board of Education

**BOURNE, MA – SUPERINTENDENT**

36 Sandwich Road 508-759-0660  
Bourne, MA 02532  
Chris Hyldborg, Chair, School Committee

**CANTON, MA – SUPERINTENDENT**

960 Washington Street 781-821-5060  
Canton, MA 02021  
Barry Nectow, Business Administrator 781-821-5060 X1245

**DEDHAM, MA – SUPERINTENDENT**

100 Whiting Avenue 781-310-1000  
Dedham, MA 02026  
Mayanne Briggs, School Committee 617-969-6200 x251

**DOVER-SHERBORN, MA – SUPERINTENDENT**

157 Farm Street 508-785-0036  
Dover, MA 02030  
Dana White, Vice-Chair, Dover-Sherborn Regional School Committee

**EASTON, MA – SUPERINTENDENT**

50 Oliver Street, P.O. Box 359 508-230-3200  
North Easton, MA 02356  
Colleen Less, School Committee 508-238-6147

**ELLINGTON, CT – SUPERINTENDENT**

47 Main Street 860-896-2300  
Ellington, CT 06029  
Daniel Keune, Board of Education

**GROTON-DUNSTABLE RSD, MA – SUPERINTENDENT**

145 Main Street 978-448-5505  
Groton, MA 01450  
Marlena Gilbert, School Committee

**HINGHAM, MA – SUPERINTENDENT**

220 Central Street 781-741-1500  
Hingham, MA 02043  
Michelle Ayer, Chair, School Committee

**HOPKINTON, MA – SUPERINTENDENT**

89 Hayden Rowe Street 508-417-9360  
Hopkinton, MA 01748  
Jean Bertschmann, Chair, School Committee

**IPSWICH, MA – SUPERINTENDENT**

1 Lord Square 978-356-2935  
Ipswich, MA 01938  
Carl Nysten, Chair, School Committee

**KILLINGLY, CT – SUPERINTENDENT**

79 Westfield Avenue 860-576-5740  
Killingly, CT 06239  
Jennifer Thompson, Chairperson, Board of Education

**MARBLEHEAD, MA – SUPERINTENDENT**

9 Widger Road 781-639-3140  
Marblehead, MA 01945  
Sarah Gold, Chair, School Committee  
Sarah Fox, School Committee  
Jennifer Schaeffner, School Committee

**MAYNARD, MA – SUPERINTENDENT**

3-R Tiger Drive 978-897-2222  
Maynard, MA 01754  
Mary Brannelly, School Committee  
Lydia Clancy, School Committee

**MASCONOMET RSD, MA – SUPERINTENDENT**

20 Endicott Road 978-887-2323  
Topsfield, MA 01983  
Linda Richards, School Committee 978-863-5188  
John Spencer, School Committee 978-887-6829

**MSAD #51/RSU #51, ME – SUPERINTENDENT**

357 Tuttle Road 207-829-5555  
Cumberland Center, ME 04021  
Karen Campbell, Chair, Board of Directors

**NEWBURYPORT, MA – SUPERINTENDENT**

70 Low Street 978-465-4456  
Newburyport, MA 01950  
Mayor Donna Holaday, Chair, School Committee  
Cheryl Sweeney, School Committee

**NEWINGTON, CT – SUPERINTENDENT**

131 Cedar Street 860-667-2000  
Newington, CT 06111  
Joshua C. Shulman, Board Chairperson

**NORTH MIDDLESEX RSD, MA – SUPERINTENDENT**

45 Main Street 978-597-8713  
Pepperell, MA 01463  
Ranee Rusch, Chair, School Committee

**NORTH SMITHFIELD, RI – SUPERINTENDENT**

83 Green Street 401-769-5492  
Slatersville, RI 02876  
Merredythe Nadeau, School Committee

**NORWELL, MA – SUPERINTENDENT**

322 Main Street 781-659-8800  
Norwell, MA 02061  
Amy Koch, School Committee

**NORWICH, CT – SUPERINTENDENT**

90 Town Street 860-823-6284  
Norwich, CT 06360  
Dr. Yvette Jacaruso, Chair, Board of Education

**PRESTON, CT – SUPERINTENDENT**

325 Shetucket Turnpike 860-889-6098  
Preston, CT 06365  
Dr. Sean Nugent, Chair, Board of Education

**PUTNAM, CT – SUPERINTENDENT**

152 Woodstock Avenue 860-963-6900  
Putnam CT 06260  
Michael Morrill, Chair, Board of Education

**SAUGUS, MA – SUPERINTENDENT**

23 Main Street 781-231-5000  
Saugus, MA 01906  
Peter Manoogian, School Committee 781-820-5690

**SAU #14, EPPING, NH – SUPERINTENDENT**

213 Main Street 603-679-8003  
Epping, NH 03042  
David Mylott, School Board

**SAU #41, HOLLIS-BROOKLINE, NH – SUPERINTENDENT**

4 Lund Lane 603-324-5999  
Hollis, NH 03049  
Krista Whalen, Search Liaison

**SCARBOROUGH, ME – SUPERINTENDENT**

259 US Route 1 207-730-4100  
Scarborough, ME 04074  
Ms. Donna Beeley, Chair, Board of Education

**SHARON, MA – SUPERINTENDENT**

75 Mountain Street 781-784-1570  
Sharon, MA 02067  
Marcy Kaplan, Chair, School Committee

**SMITHFIELD, RI – SUPERINTENDENT**

49 Farnum Pike 401-231-6606  
Smithfield, RI 02917  
Mr. Sean Clough, Chair, School Committee 401-233-0727

**SUFFIELD, CT – SUPERINTENDENT**

350 Mountain Road 860-668-3800  
Suffield, CT 06078  
Susan Mercik Davis, Chair, Board of Education

**SUTTON, MA – SUPERINTENDENT**

383 Boston Road 508-865-9270  
Sutton, MA 01590  
Liisa Locurto, School Committee

**WESTERLY, RI – SUPERINTENDENT**

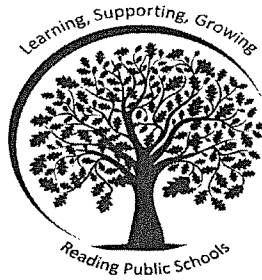
23 Highland Avenue 401-315-1516  
Westerly, RI 02891  
Diane Bowdy, Chair, School Committee

**WILMINGTON, MA – SUPERINTENDENT**

161 Church Street 978-694-6000  
Wilmington, MA 01887  
Jennifer Bryson, School Committee

John F. Doherty, Ed. D.  
Superintendent of Schools

82 Oakland Road  
Reading, MA 01867  
Phone: 781-944-5800  
Fax: 781-942-9149



Christine M. Kelley  
Assistant Superintendent

Jennifer A. Stys, Ed.D.  
Director of Student Services

Gail S. Dowd, CPA  
Chief Financial Officer

# Reading Public Schools

*Instilling a joy of learning and inspiring the innovative leaders of tomorrow*

TO: Reading School Committee

FROM: John F. Doherty, Ed.D.  
Superintendent of Schools

DATE: September 29, 2020

TOPIC: Birch Meadow Phase In

At the October 1<sup>st</sup> School Committee Meeting, I will discuss with the Committee the phase in plan for Birch Meadow. As we discussed at the September 22<sup>nd</sup> School Committee meeting, the completion of the Birch Meadow modular classrooms has been delayed a few days to October 15<sup>th</sup>, from the original completion date of October 9<sup>th</sup>. The contractor will allow the Facilities Department to assemble furniture and move in kindergarten boxes, beginning on October 13<sup>th</sup>.

Because of this slight delay, we will be phasing in Grades 1 and 2 into the hybrid model, beginning on October 19<sup>th</sup>, instead of October 13<sup>th</sup> with the rest of the school district. This additional time is necessary for staff to arrange their classrooms, get trained on the technology for videoconferencing, and prepare for hybrid classrooms.

The revised timeline for Birch Meadow is as follows:

- October 9<sup>th</sup>-School Day for Birch Meadow Students (Full Day PD Day for all other Schools)
- October 13<sup>th</sup> and 14<sup>th</sup>-Birch Meadow Kindergarten Students will be remote due to the move.
- October 15<sup>th</sup>-Birch Meadow Full Day PD Day (This day was moved from the May 28<sup>th</sup> PD Day).
- October 16<sup>th</sup>-Birch Meadow Full Day PD Day (This day was moved from the October 9<sup>th</sup> PD Day)
- October 19<sup>th</sup>-Hybrid Learning Starts for Grades 1 and 2 at Birch Meadow (Cohort A)

Please contact me if you have any questions.

John F. Doherty, Ed. D.  
Superintendent of Schools

82 Oakland Road  
Reading, MA 01867  
Phone: 781-944-5800  
Fax: 781-942-9149



Christine M. Kelley  
Assistant Superintendent

Jennifer A. Stys, Ed.D.  
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Gail S. Dowd, CPA  
Chief Financial Officer

# Reading Public Schools

*Instilling a joy of learning and inspiring the innovative leaders of tomorrow*

TO: Reading School Committee

From: John F. Doherty, Ed.D.  
Superintendent of Schools

DATE: September 29, 2020

TOPIC: HR Director Position

At the October 1<sup>st</sup> School Committee Meeting, I will discuss with the Committee a plan to change the current position of HR Administrator to HR Director. Since July, we have attempted to fill the vacancy of the HR Administrator position with no success. Our plan would be to change the title of the position to Human Resources Director. By changing the title, increasing the salary range which will be commensurate with experience and credentials, and increasing job responsibilities, we feel we will get a greater pool of candidates. Additional job responsibilities will include a greater focus on increasing the diversity of our workforce, identifying programs and strategies to support the social and emotional health of our staff, greater involvement with educator licensure and evaluation, and addressing the complexity of the leaves and accommodations as a result of COVID-19.

I have attached a draft job description.

Please contact me if you have any questions.

**READING PUBLIC SCHOOLS  
READING, MASSACHUSETTS**

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<b>Position:</b>	Human Resources Director
<b>Department:</b>	District-wide
<b>Reports to:</b>	Superintendent
<b>FLSA Classification:</b>	Exempt
<b>Approved by:</b>	John F. Doherty, Ed.D.
<b>Revision Date:</b>	September 2020

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**SUMMARY:** The Human Resources Director serves as the principle advisor to the Superintendent in matters related to personnel functions including recruitment, employment, regulatory compliance and reporting, policy administration, and record-keeping for all licensed and non-licensed employees.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:** *The essential functions or duties listed below are illustrations of the type of work that is performed and is not an exhaustive list of the duties performed for by this position. Other duties may be assigned.*

- Provides professional staff assistance to internal and external customers of the department including members of the public, staff, board and committee members, consultants, attorneys, etc.
- Answers employee inquiries regarding personnel procedures and/or collective bargaining provisions; interprets and applies collective bargaining agreement language for the purpose of delivering services in conformance with established guidelines.
- Implements contractual processes for Reductions in Force and/or recall of employees.
- Coordinates work flow and procedures between Human Resources, Payroll, Employee Benefits (managed by the Town of Reading), and Finance.
- Composes documents (e.g. correspondence, agenda, bulletins, reports, etc.) for the purpose of communicating information to school and district personnel, the public, state officials, etc.
- In collaboration with the Assistant Superintendent for Learning and Teaching administers the Mentoring and Induction Program.
- Identifies programs and strategies to support the social emotional health and well being of staff.
- Manages position requisitions and evaluates documentation (e.g. employment verification forms, applications, salary schedules, changes in employment status, licensure renewals, etc.) in conformance with CBA, district policies and state requirements.
- Processes information related to employees leaving the school system (e.g. exit interviews, stay interviews, unemployment forms, etc.) consistent with district, local, state and federal regulations.

- Coordinates a uniform hiring criteria protocol, screening protocol, background check processes and maintenance of application materials
- Ensures hiring procedures and strategies to promote increased workforce diversity
- Develops and maintains the school district employee handbook, human resources procedures manual, and school employee job descriptions.
- Coordinates district compliance with teacher licensure and re-licensure, ESEA, FFCRA, FMLA, ADA, MTRS, CORI, and other applicable laws and regulations.
- Coordinates district compliance with worker's compensation and pre-employment medical examinations.
- Receive & review employee fingerprinting results and generate suitability letters, as necessary
- Process state CORIs for all current employees on an ongoing tri-annual basis
- Analyzes job classifications to determine the exemption status in accordance with the Fair Labor Standards Act (FLSA).
- Audits personnel/payroll related records for the purpose of ensuring compliance with federal, state and district policies and regulations.
- Researches employment laws and regulations for the purpose of implementing procedures to maintain compliance with current legal requirements.
- Maintains the school system human resource database and information systems.
- Prepares reports and statistical analysis of hiring and payroll data.
- Serves as technical liaison between district human resources department and school and town IT staff for maintenance and resolution of HRIS system issues.
- Oversees and reviews all salary and benefit information (pay assignments, miscellaneous payrolls, longevity, sick leave buyback, etc.) for the purpose of ensuring timely and accurate processing of employee paychecks. Including bi-weekly review and approval of district payroll.
- Reviews and approves employee information into the MUNIS system for the purpose of assuring biweekly pay warrants, compute, monitor and assure proper position control, salary and step placement into the system.
- Maintains and updates the HR section of the district website.
- Assists with financial analysis in support of budget development, budget tracking, and collective bargaining strategy.
- Coordinates recruitment activities of the district and facilitates in the implementation of administrative searches.
- Coordinate the annual employee contract renewal process
- Coordinates and creates on-boarding and orientation process for new employees.
- Creates and maintains the supervisors guide for new hire onboarding and acclimation
- Analyzes and responds to salary surveys and similar inquiries.
- Attends training, seminars and courses to keep up to date in the personnel, payroll, and human resources field.
- Provides training and guidance to Administrators and staff related to FMLA, ADA, MTRS and COBRA.
- Coordinates training of district office and school-based personnel in the understanding and utilization of personnel and payroll information process.

- Conducts, presents, and/or participates in meetings, workshops and seminars as assigned for the purpose of conveying and/or gathering information required to perform functions.
- Prepares required federal, state, and local reports and associated documentation. Conducts surveys regarding compensation and grievance resolution.
- Maintains a variety of employment files and records, compiling pertinent employee information for the purpose of ensuring accuracy of employee's compensation, maintaining eligibility for position and complying with mandated requirements.
- Oversees maintenance of accurate and complete personnel records to meet state and federal regulatory compliance; ensures that rules concerning confidentiality and retention are followed.
- Manages administration and oversight of non-represented employee evaluation system and monitors the Teacher Evaluation Process through online platform and acts as consultant to administrators on employee evaluation and performance issues.
- Maintains seniority lists for certified, classified (represented and non-represented) employees.
- Performs other duties as requested or assigned by the Superintendent of Schools.

**SUPERVISORY RESPONSIBILITIES:** The Human Resources Director co-evaluates the Payroll and Personnel Assistants and may provide daily oversight to various Central Office Administrative Assistants. This person is a member of the Central Office Leadership Team.

***QUALIFICATION REQUIREMENTS:** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and/or abilities required. The Superintendent may waive or modify the qualification requirements.*

**REQUIRED KNOWLEDGE, SKILLS & ABILITIES**

- Comprehensive knowledge of compensation and position classification systems.
- Demonstrated ability to interpret regulations; collect, analyze and evaluate data; develop recommendations and policy revisions.
- Comprehensive knowledge of FLSA, FMLA, ADA, COBRA and related regulations.
- Excellent financial, statistical, analytical, organizational, interpersonal and communication skills.
- Ability to establish and maintain effective working relationships with division staff at all levels of the organization.
- Highly proficient in Microsoft Word, Excel and PowerPoint.
- Excellent understanding of HR functions as well as principles and procedures of public human resources administration.
- Basic function and structure of a public agency.
- Principles of business letter writing and basic report preparation.
- Payroll and personnel record keeping principles and practices.
- Modern office procedures, methods and computer equipment.
- HRIS and/or Payroll computer applications related to the work.

- Experience managing and analyzing human resources data and demonstrated knowledge of a variety of data reporting, retrieval and analysis tools and processes.
- Strong project management skills, including the ability to multi-task.
- Strong problem solving and analytical skills.
- Ability to present to small and medium size groups.

**EDUCATION/EXPERIENCE:**

Must possess a minimum of a Bachelor's degree, Master's Degree preferred, in business or a human resources related field with a minimum 8 years' experience in personnel or human resources administration with at least three years of supervisory experience. Experience in public sector, particularly municipal or school district, preferred.

**LICENSES/CERTIFICATIONS:**

Possession of PHR/SPHR or SHRM-CP/SHRM-SCP certification or equivalent preferred.

**PHYSICAL DEMANDS:**

While performing the duties of this job, the employee is regularly required to remain in a stationary position for considerable periods of time as well as occasionally traverse throughout the school building. Must be able to occasionally move about inside the office to access file cabinets, office machinery, etc. Constantly operates a computer and other office productivity machinery (i.e., a calculator, copy machine, and computer printer). The employee must be able to input information into a computer and as well as read material from a computer monitor as well as printed matter with or without visual aids. The employee must be able to communicate effectively with students, parents and other staff members in person and on the telephone in a quiet as well as noisy environment.

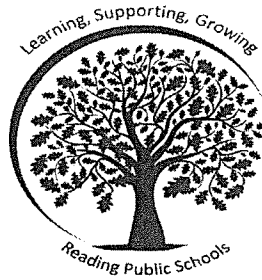
**WORK ENVIRONMENT:**

The noise level in this environment is usually quiet to moderate. The employee must be able to work safely and efficiently in public areas. The employee interacts with other staff members and the public. The employee will be required to occasionally work outside of normal workdays and office hours.

*The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and the requirements of the job change.*

John F. Doherty, Ed. D.  
Superintendent of Schools

82 Oakland Road  
Reading, MA 01867  
Phone: 781-944-5800  
Fax: 781-942-9149



Christine M. Kelley  
Assistant Superintendent

Jennifer A. Stys, Ed.D.  
Director of Student Services

Gail S. Dowd, CPA  
Chief Financial Officer

# Reading Public Schools

*Instilling a joy of learning and inspiring the innovative leaders of tomorrow*

TO: Reading School Committee

FROM: John F. Doherty, Ed.D.  
Superintendent of Schools

DATE: September 29, 2020

TOPIC: Email Correspondence and Other Information

Please find attached for your information, copies of email correspondence and information received by School Committee members and Central Office Administrators from community members as well as other pertinent information. We have included our responses, if applicable, as well.

If you have any questions, please contact me.

## Engelson, Linda

---

**From:** dlcoppola <dlcoppola@gmail.com>  
**Sent:** Friday, September 25, 2020 8:44 AM  
**To:** Doherty, John; Hendrix, Julia; DG School Committee  
**Subject:** Thank you!

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

CAUTION: This email originated from outside of Reading Public Schools. Do not click links or open attachments unless you recognize the sender email address and know the content is safe.

Thank you all for your hard work at getting second grade back in the building - we are extremely grateful!! Counting down the days like Christmas is coming :)

Denise and Anna Henneberry

Sent from my iPhone

## Engelson, Linda

---

**From:** Doherty, John  
**Sent:** Tuesday, September 29, 2020 7:21 AM  
**To:** Laurie Marshall; DG School Committee; Boynton, Kathleen  
**Subject:** RE: Political views in the classroom

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Good Morning, Laurie,

Thank you for the email. Mrs. Boynton informed me that she has reached out to you to get further details of the incident. Once we have that information, we will look into this further.

Thank you for brining this to our attention.

John F. Doherty  
Superintendent  
Reading Public Schools  
82 Oakland Road  
Reading, MA 01867  
781-944-5800

**From:** Laurie Marshall <lmarshall51@comcast.net>  
**Sent:** Monday, September 28, 2020 5:27 PM  
**To:** Doherty, John <John.Doherty@reading.k12.ma.us>; DG School Committee <SchoolCommittee@reading.k12.ma.us>; Boynton, Kathleen <Kathleen.Boynton@reading.k12.ma.us>  
**Subject:** Political views in the classroom

CAUTION: This email originated from outside of Reading Public Schools. Do not click links or open attachments unless you recognize the sender email address and know the content is safe.
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Good Evening,

I'm writing to address the bold and highly inappropriate political opinions expressed by a teacher in a zoom class.

Today a teacher waved her mail-in ballot for the Presidential election on the screen and told her students to make sure they vote to get that "idiot" Trump out of office. I do not condone the ever-present lecturing and opinions about racism, black lives matter, white privilege, or political beliefs in the classroom. This is not "promoting empathy, and having a courageous conversation". A courageous conversation includes both sides of an issue where ALL people and opinions are respected.. Respect for the President of the United States (whether you agree with him or not) still means something to some in this town and it's disheartening to hear that this type of thoughtless communication is happening in the classroom.

Hypocrisy is rampant in our Country. The very people who promote acceptance, love, equality, etc., are some of the same people who burn down cities, attack the police, and relentlessly bash the President. Unfortunately, our children are exposed to this unrest and violence on social media and television daily. I don't believe it has any place in the classroom.

I look forward to your response.

Thank you,  
Laurie Marshall

## Engelson, Linda

---

**From:** Doherty, John  
**Sent:** Tuesday, September 29, 2020 7:15 AM  
**To:** Krissy Moriarty; DG School Committee  
**Cc:** Leveque, Sarah  
**Subject:** RE: School Reopening

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Good Morning, Krissy,

Thank you for the email and feedback. Our teachers and administrators have put in a tremendous amount of time and effort with the remote learning piece of our model. We look forward to having all of the students back soon.

John F. Doherty  
Superintendent  
Reading Public Schools  
82 Oakland Road  
Reading, MA 01867  
781-944-5800

**From:** Krissy Moriarty <kmmoriarty82@comcast.net>  
**Sent:** Monday, September 28, 2020 6:08 PM  
**To:** Doherty, John <John.Doherty@reading.k12.ma.us>; DG School Committee <SchoolCommittee@reading.k12.ma.us>  
**Cc:** Leveque, Sarah <Sarah.Leveque@reading.k12.ma.us>  
**Subject:** School Reopening

CAUTION: This email originated from outside of Reading Public Schools. Do not click links or open attachments unless you recognize the sender email address and know the content is safe.
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Hello Dr Doherty and School Committee Members

I hope everyone is doing well during all of this. I can't imagine the amount of time, effort, and energy that has gone into the school reopening plan. If you remember back in March I sent a letter pleading with you do figure out how to get the students access to learning and connectivity with their teachers. I felt it was necessary for me to express my feelings when they are on the other end as well.

The start to the school year (even fully remote) has well exceeded my expectations. I can speak mostly for my girls who are at Killam, but my nieces are also at the High School. My girls are in 5th and 1st grade and both of their teaches have been amazing. The girls are engaged for the whole school day, they are spending time doing independent learning, and they are definitely working on lessons that were left off last year. Today my younger daughter was singing up a storm in her first live music class and my older daughter was working up a sweat in her first live gym class.

I understand the want to get back to face to face learning. I am so appreciative that the first graders are being prioritized and being back in as soon as you were able. I think it will only enhance the learning they have now. However, I do think the remote learning that Reading has in place has been

well thought out and the teachers are putting so much effort into lesson plans. From what I have heard, I feel our set up is working better than other districts.

In the end, I just want to say thank you for all you have done. I know this wasn't easy, and I know we are asking so much of the teachers and principals. I wanted to make sure everyone was aware that it didn't go unnoticed.

Krissy Moriarty

## Engelson, Linda

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**From:** Quackenbush, Connie  
**Sent:** Tuesday, September 29, 2020 7:00 AM  
**To:** Doherty, John; DG School Committee  
**Cc:** Shankland, Richele  
**Subject:** NYTimes: Behind the White House Effort to Pressure the C.D.C. on School Openings

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

To All,

This is a very interesting article on the political manipulation of science. During discussions about the reopening of school there was a lot of emphasis put on a mental health of children and the return to school. I think this article calls into question some of that discussion and outlines how the science and the safety of our children, and teachers, has not been adequately addressed.

Behind the White House Effort to Pressure the C.D.C. on School Openings <https://nyti.ms/3cluVMq>

Does this change any of your thinking about the decisions that have been made?

With safety in mind,  
Connie Quackenbush

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## 2020-21 School Committee Calendar Topics

*Please note that this calendar may change depending on the status of the current health crisis and/or availability of presenters and topic material in consultation with the Chair*

*An Asterik\* indicates office half hour for this session at 6:30 p.m. All meetings will be in the RMHS Schettini Library unless noted.*

Date	Topic	Group
<b>July 9*</b>	Discuss Elementary Space Plan Reorganization	Administration School Committee
July 26	RMHS Class of 2020 Graduation	
<b>July 29</b> <b>Remote</b>	Back to School Plans Superintendent Search Process	Administration School Committee
<b>August 6</b> <b>Remote</b>	Preliminary School Reopening Plan Vote	Administration
<b>August 20</b> <b>Remote</b>	First Reading Policy EBCFA – Face Coverings First Reading Policy IHBHE Remote Learning Executive Session	School Committee School Committee
<b>August 27</b> <b>Remote</b>	Executive Session School Reopening Plan Second Reading Policy EBCFA – Face Coverings Second Reading Policy IHBHE Remote Learning	Administration Administration School Committee School Committee
September 1	Primary Election	
<b>Sept. 10</b> <b>Remote</b>	Book Discussion Reopening Plan – Athletics & Extra-Curricular	School Committee Administration
<b>September 23</b>	Financial Forum	Finance Committee
<b>September 24</b>	Fall Reopening Update Equity Book Discussion FY20 End of Year Summary Preliminary Discussion of District Improvement Plan	School Committee
<b>October 1</b> <b>Remote</b>	Superintendent Search – Interviews of Selected Proposers	School Committee
<b>October 7</b>	Financial Forum II	Finance Committee
<b>October 15</b> <b>Remote</b>	Appointment of Superintendent to Collaborative Boards Capital Update First Reading of Policy ECAF First Reading of JLCB Approval of RMHS Student Handbook	Administration Administration School Committee School Committee Administration
October 21	Financial Forum III	Finance Committee
<b>October 29</b> <b>Remote</b>	District and Superintendent's Goals Second Reading of Policy ECAF Second Reading of JLCB	Administration
<b>November 5</b> <b>Remote</b>	Elementary Space Update Curriculum Update	Administration

<b>December</b>	Finance Committee/Select Board FY22 Budget	
<b>December 3 6:00 p.m.</b>	RMHS Guidance Presentation and Update School Calendar School Improvement Plan review	RMHS Administration Administration
<b>December 17</b>	Quarterly Personnel Report Quarterly Financial Report FY22 Prebudget Presentation Superintendent's Evaluation Process	Human Resources Finance Finance Administration
<b>January 7</b>	Public Hearing FY22 Budget FY22 Budget Discussion FY21 Capital Plan	Administration
<b>January 14</b>	FY22 Budget Discussion – Regular Day & Special Education	Administration
<b>January 21</b>	FY22 Budget Discussion Public Hearing on FY22 Budget Questions	Administration School Committee Administration
<b>January 25</b>	FY22 Budget Discussion Final Vote	Administration School Committee
<b>February 11</b>	Kindergarten Update Portrait of Graduate Update	Administration Administration
<b>February</b>	Finance Committee	FY22 Budget Presentation
<b>March</b>	Finance Committee Town Hall – 7:30 p.m.	FY22 Budget Meeting Vote TM Articles
<b>April 8</b>	Superintendent Evaluation Cycle	School Committee
<b>April 29</b>	Superintendent Evaluation Process School Choice SOA Plan Presentation and Discussion	Superintendent Superintendent Superintendent
<b>May</b>	Finance Committee Meeting	Finance Committee
<b>May 13</b>	Capital Update	Finance
<b>May 27</b>	SEPAC Presentation Quarterly Personnel Update Quarterly Financial Update	SEPAC Human Resources Finance
<b>June 6 (RMHS Field House)</b>	Graduation	School Committee
<b>June 10*</b>	FY 21 and 22 Budget Superintendent Evaluation	Administration School Committee
<b>June 17</b>	Teacher Recognition Declare Surplus Equipment Curriculum	Teachers Finance Administration

July 1	Reorganization Discuss Elementary Space Plan	School Committee School Committee
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