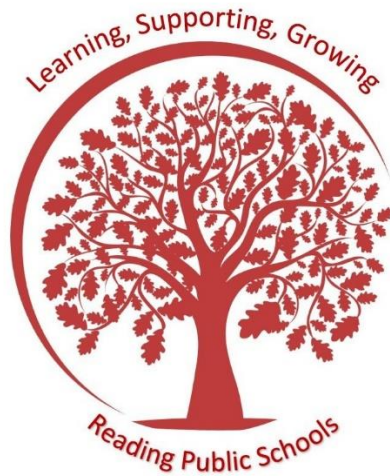
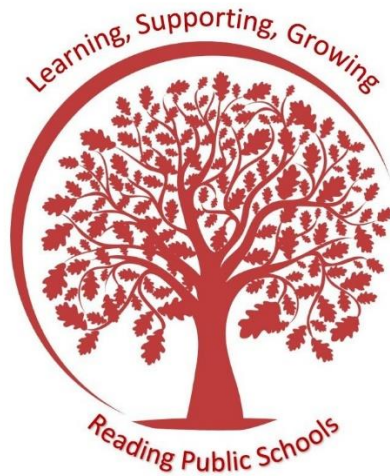


**Reading Public Schools**  
**School Committee Meeting Packet**  
**July 14, 2022**



**Open Session 7 pm**  
**Reading Memorial High School Library**  
**Reading, MA**

**Reading Public Schools**  
**School Committee Meeting Packet**  
**July 14, 2022**



**Consent Agenda**



# Town of Reading Meeting Posting with Agenda

## Board - Committee - Commission - Council:

School Committee

Date: 2022-07-14

Time: 7:00 PM

Building: School - Memorial High

Location: School Library

Address: 62 Oakland Road

Agenda:

Purpose: Open Session

Meeting Called By: Shawn Brandt, 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:

7:00 p.m.	A.	Call to Order
7:05 p.m.	B.	Public Comment  Consent Agenda <ol style="list-style-type: none"> <li>1. Minutes (06-22-2022)</li> <li>2. RMHS PTO Donation</li> <li>3. RMHS Cheer Donation</li> <li>4. RMHS Lacrosse Donation</li> <li>5. RMHS Lacrosse Tournament Payment</li> </ol> Reports <ol style="list-style-type: none"> <li>1. Student</li> <li>2. Assistant Superintendent of Student Services</li> <li>3. Assistant Superintendent of Learning &amp; Teaching</li> <li>4. Director of Finance and Operations</li> <li>5. Superintendent</li> <li>6. Liaison/Sub-Committee</li> </ol>
7:20 p.m.	C.	Personnel <ol style="list-style-type: none"> <li>1. Superintendent Review Timeline Discussion and Vote (A)</li> </ol>
7:40 p.m.	D.	Old Business <ol style="list-style-type: none"> <li>1. Finalize Committee, Subcommittee &amp; Liaison Assignments</li> </ol>
8:00 p.m.	E.	New Business <ol style="list-style-type: none"> <li>1. Appointment of Superintendent to Collaborative Boards (A)  <ul style="list-style-type: none"> <li>-SEEM Collaborative</li> <li>-Northshore Education Consortium</li> </ul> </li> <li>2. Educational Leadership Partnership w/ Salem State</li> </ol>
	F.	Information / Correspondence

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

		1.
8:30 p.m.		Adjourn

\*\*Times are approximate





# Town of Reading Meeting Minutes

**Board – Committee – Commission – Council:**

## School Committee

Date: 2022-06-22

Time: 7:00 PM

Building: Reading Memorial High School

Location: Library

Address: 62 Oakland Road, Reading, MA

**Members Present:** - Tom Wise, Shawn Brandt, Erin Gaffen, Carla Nazzaro, Chuck Robinson, Sarah McLaughlin

**Others Present:** Superintendent Tom Milaschewski, Assistant Superintendent of Student Services Jen Stys, Director of Finance & Operations Susan Botta, Director of Human Resources, Michelle Roach

**Minutes Respectfully submitted:** Susan E Brown on behalf of the chairperson

**A. Call to order** – Tom Wise opened session at 7:00 pm and reviewed the agenda.

**Mr. Brandt motioned to take out of order E1, seconded by Ms. Nazzaro, vote passed 5-0.**

**E. New Business** –

Presentation from SEPAC, Maria Morgan

Ms. Morgan presented on behalf of the SEPAC executive board, the SEPAC 2021-2022 year in review. This year was a year in transition with a new board being transitioned in during the month of January, the SEPAC committee no longer must adhere to Open Meeting Law, under Massachusetts law because they are not a decision-making body, they then updated their bylaws as well...for further details, please see the presentation it's in entirety on the link below.

**B. Public Comment** – No public comment

**Consent Agenda** – Mr. Brandt Motioned to approve consent agenda, seconded by Mr. Robinson.

Corrections on the minutes 6/09/22 – Section 3 New Business, K-2 not K-1 for next year's illustrative math, presentation in its entirety is written 2x, delete the repeated sentence.

Personnel sec C2, change to "voting that Juneteenth will now be a holiday for paraprofessionals"

6/15/22 – Add "On behalf of the chairperson"

Vote passes 6-0 as amended

## Reports

Dr. Stys presented that on Friday June 10<sup>th</sup> Reading hosted its own Special Olympics, and thanked Tara Herlihy for the planning and execution of the day's events.

Ms. Bottan – presented on the update on stated of Killam’s MSBA eligibility schedule of deliverables, there is a graphic table outlining the deliverables that are due, between now and February 2023. To date, several deliverables have been accomplished and in progress at this time. Please see SC Packet for details.

Ms. Bottan also presented on the Turf 1 update regarding finishing the project, it is with in the timeline as well as budget that was outlined. The scoreboard will be delivered later in the fall and will be dedicated at that time and decommission the old scoreboard at that time.

Dr. Milaschewski – thanked the entire community, faculty, staff and especially students for all their hard work in making this year a success.

Liaison and Subcommittee updates

Ms. Nazzaro reported on there was a Board of Library Trustees meeting, June 12 they did a reorganization. Also, on June 15 there was a Bylaw and Rules Committee Meeting, which was a successful and productive meeting.

Mr. Brandt – reported that he and Mr. Wise attended the last ARPA funding meeting, there were some final requests in which to use the remaining ARPA funding.

Mr. Wise reported that the warrant article for the provided to the Select Board by September 27<sup>th</sup>, there are 2 meetings on the schedule to allow for review of the warrant prior to presenting it to select board approval. August 11<sup>th</sup> meeting will be an education review.

The permanent building committee met to go over the renewals of the committee and approved the nomination of Sarah McLaughlin and Carla Nazzaro and the staff member representative from Killam being Sarah McGinty.

## **C. Personnel**

Ms. Roach presented on the FY2022 Personnel Update – we are currently at 985 for the district, over 300 people have been hired, the sub rate has increased to 50%, the long-term sub, para rate has also gone up. For this year, our resignation rate has gone down, and we now have an exit survey and exit interview in place for when staff leaves Reading Public Schools, there will be a report of those results at the next update. We have established and are continuing to create welcome gifts, staff/employee recognition for anniversary’s etc. The presentation in its entirety is available on the website.

## **E. New Business**

### **Special Education & Student Services Year End Update**

Dr. Stys and Ms. Wright presented on the Student Services Department, follow-up presentation to the previous meeting. The department is ensuring that all needs are being met across the district, having consistent communication, ensuring everyone is safe, engaged and making progress.

Mathematic Best practices partnering with Crafting Minds, to have a class for SPED instructors at the Middle School levels, hoping to include gen ed staff as well.

Creating a rubric for math similar to that of reading and writing program for students with learning disabilities.

The SPED team is also conducting program reviews.

There are reviews being done about the number of absences at the high school and 8<sup>th</sup> grade level. Post pandemic the number of absences has gone up considerably. Currently working with the Bright Project on that data.

The presentation in its entirety is available on the website.

### **2022 Year End Update and Budget Transfer**

Ms. Bottan reported of the 49.7-million-dollar appropriation we are expected to meet all financial obligations and end the year with a balance of 55k. We have been able to identify early on projected savings to be able to allocate to areas to support our students and have positioned ourselves for next year. The full presentation in its entirety is available on the website.

**Motions** - Mr. Brandt motioned to approve \$937,448 from Special Ed Cost Center to Regular Day Cost Center, seconded by Mr. Robinson, vote passed – 6-0.

Mr. Brandt motioned to approve \$4,459 from District-Wide Technology cost center to the Regular Day Cost Center, seconded by Ms. Nazzaro, vote passed – 6-0.

### **School Calendar 2022-2023 approval**

Dr. Milaschewski requested on behalf of Dr. Hardy a change to add early release date to the calendar due to there being one less early release due to Veteran's Day falling on a day that would normally be early release.

Mr. Brant motioned to approve the 2022-2023 School Calendar as updated in the packet, seconded by Mr. Robinson, vote passed - 6-0.

## **G. Executive Session**

### **Mr. Wise Called meeting back to order 10:16 from executive session.**

Mr. Brandt motioned to approve \$195,700 salary for Dr. Milaschewski for 2022-2023 contract year also to amend section 9 in the contract to remove the tuition reimbursement and provide a \$2000 for local travel, and update section 8 to eliminate redundancies with the new section 9. Seconded by Ms. McLaughlin, vote passed-6-0.

## **E. School Committee Reorganization**

Dr. Milaschewski took over the running of the meeting to facilitate the nominations for the new chairperson, vice chairperson following the Policy BDA.

Ms. Gaffen nominated Mr. Brandt; Ms. Nazzaro nominated Mr. Wise

Roll Call Vote Mr. Brandt–Ms. Gaffen–Yes, Ms. McLaughlin–Nay, Mr. Robinson–Yes, Ms. Nazzaro–Nay, Mr. Wise–Nay, Mr. Brant–Yes

Roll Call Vote for Mr. Wise, Ms. Gaffen–Nay, Ms. McLaughlin–Yes, Mr. Robinson–Nay, Ms. Nazzaro–Yes, Mr. Wise–Yes, Mr. Brant–Nay.

Dr. Milaschewski opened for nominations a second time, Ms. Gaffen nominated Mr. Brandt, Ms. Nazzaro nominated Mr. Wise.

The session is opened for discussion of the school committee. Some discussion was made, and Mr. Wise withdrew his name from the nomination process.

Roll Call Vote – Roll Call Vote for Mr. Brandt, Ms. Gaffen–yes, Ms. McLaughlin–yes, Mr. Robinson–yay, Ms. Nazzaro–nay, Mr. Wise-Yes, Mr. Brant-Yes.

Vote was passed 5-1.

Mr. Brandt took over the meeting as the new Chairperson of the School Committee, nominations for Vice Chair.

Mr. Wise nominated Ms. Nazzaro; vote passed for Ms. Nazzaro as Vice Chair – 6-0.

**Liaison and Subcommittee Discussion** – Discussion of School Committee representation on various subcommittees, appointments will be made at a future meeting once the committee members have relayed their requests.

Mr. Wise motioned to adjourn, seconded by Ms. McLaughlin.

Meeting adjourned 10:40pm



**Thomas Milaschewski, Ed. D.**  
Superintendent

**READING MEMORIAL HIGH  
SCHOOL**

62 Oakland Road, Reading, Massachusetts 01867  
Tel: 781-944-8200 Fax: 781-942-5435  
Website: <http://www.reading.k12.ma.us/memorial/>

**Kevin Tracey**  
Principal  
**Kadi Buckley**  
**Jessica Theriault**  
**Thomas J. Zaya**  
Assistant Principals

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TO: Thomas Milaschewski, Superintendent of Schools  
Susan Botton, Director of Finance and Operations

FROM: Kevin Tracey, Principal

DATE: June 29, 2022

SUBJECT: RMHS PTO Donation

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Please accept this donation on the behalf of the RMHS PTO in the amount of \$1000. To be used to support the diversity efforts, curriculum, and materials within the Reading Memorial High School library.

# Reading Public Schools

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



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

TO: Reading School Committee  
FROM: Friends of RMHS Cheer  
DATE: July 13, 2022  
RE: Donation for music

Attached is a copy of the letter, invoice and check for \$800.00 for the RMHS Cheer program.

Friends of RMHS Cheer  
26 Milepost Road  
Reading, MA 01867

July 5, 2022

Dr. Thomas Milaschewski, Superintendent of Schools  
Dr. Sarah Hardy, Assistant Superintendent for Learning and Teaching  
Members of the Reading School Committee  
82 Oakland Road  
Reading, MA 01867

Hello,  
Friends of RMHS Cheer would like to make a donation in the amount of \$800.

The purpose of this donation is to purchase custom mix music for the 2022 competition season for the Reading Memorial High School cheerleading team. Please see the attached invoice.

If you need additional information or would like to discuss, I can be reached at 781-439-1552.

Sincerely,

Connie DiMeo  
President & Secretary  
Friends of RMHS Cheer

# READING LACROSSE

C/O Judith Osborn  
352 Park Street Suite 201  
North Reading, MA 01864

June 22, 2022

Thomas Zaya  
Assistant Principal, Athletics & Student Activities  
Reading Memorial High School  
62 Oakland Road  
Reading, MA 01867

RE: Reading Lacrosse Association donation for RMHS Assistant Lacrosse Coaches

Dear Mr. Zaya,

Reading Lacrosse association is pleased to donate \$10,000 for assistant coaches for Reading Memorial High School's boys and girls lacrosse teams for the 2021 season.

Subject to your guidance and direction, we wish for the donation to be allocated and paid as follows:

● Assistant Boys Coach – Jackson Fritz	\$2,000.00
● Assistant Boys Coach – Henry Lee	\$2,000.00
● Assistant Boys Coach - Doug Gibbs	\$1,000.00
● Assistant Girls Coach - Samantha Pindara	\$2,908.67
● <u>Assistant Girls Coach - Steve Collins</u>	<u>\$2,091.33</u>
Total:	\$10,000.00

Kindly advise if this is acceptable, and if we will forward the check to your attention, payable to Town of Reading.

If you have any questions or require anything additional, please do not hesitate to contact me at [cwebberly@structureconsulting.net](mailto:cwebberly@structureconsulting.net) or Judith Osborn 978-357-8466.

Very Truly Yours,



Reading Lacrosse Association  
Chuck Webberly, President





MASSACHUSETTS INTERSCHOLASTIC  
ATHLETIC ASSOCIATION



Dear MIAA Member School – Reading Memorial HS,

Thank you for hosting during the Spring 2022 MIAA Lacrosse tournament season. The enclosed check is your Host Site Fee for the following events:

Sport	Date	Matchup		Tickets	Host Site Fee
LAX BOYS	6/11/2022	Reading Memorial High School	Silver Lake Regional High School	339	\$1,200
LAX BOYS	6/15/2022	Reading Memorial High School	Westwood High School	392	\$1,200

As a reminder, the fee structure for Lacrosse spring sports is shown in the chart below:

Spring 2022 Tournament Host Site Fee Per Game	
Qty Tickets Sold	Lacrosse
Up to 600	\$1,200
601 - 1,200	\$1,380
More than 1,201	\$1,560

The MIAA Tournament Host Site Fees were determined using the anticipated staffing needs by sport (such as officials, auxiliary and ticket gate personnel, athletic trainer, and site director) with the exception of custodial and police expenses. Invoices for custodial and police detail must be submitted to the Tournament Director for approval and processing.

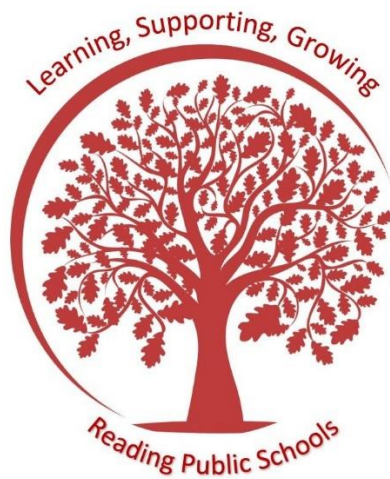
Thank you!



MIAA | 33 Forge Pkwy | Franklin, MA 02038 | 508-541-7997

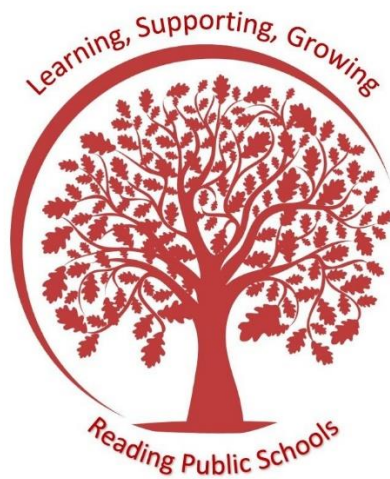


**Reading Public Schools**  
**School Committee Meeting Packet**  
**July 14, 2022**



Reports

**Reading Public Schools**  
**School Committee Meeting Packet**  
**July 14, 2022**



**Personnel**



Administrative Offices  
82 Oakland Road  
Reading, MA 01867  
781 944-5800

## READING SCHOOL COMMITTEE

Shawn Brandt Chair  
Carla Nazzaro Vice-Chair

Erin Gaffen  
Sarah McLaughlin  
Charles Robinson  
Thomas Wise

Thomas Milaschewski, Ed.D.  
Superintendent of Schools

TO: Reading School Committee  
FROM: Shawn Brandt, Reading School Committee Chair  
DATE: July 12, 2022  
TOPIC: Superintendent Review Timeline

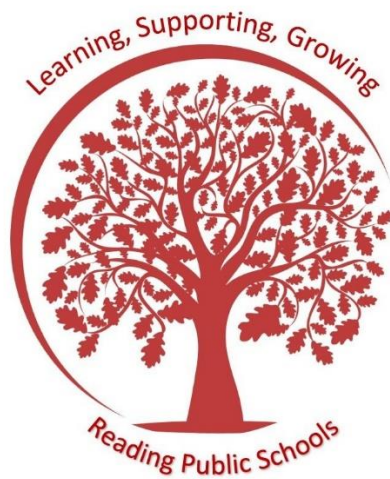
In July of 2021, we defined a timeline for Dr. Milaschewski's review process that included a formative evaluation in February, with the summative completed in June. There was some discussion about the timing of the formative review, in particular, that centered on our desire to have more points of observation given Dr. Milaschewski's brief tenure at the time. There also was a desire expressed to revisit that timing in future review cycles.

In our meeting on July 14<sup>th</sup>, we will discuss and approve a timeline for Dr. Milaschewski's review for the 2022-2023 contract year. There are two key decisions to make:

- Does the committee prefer to continue with the June summative evaluation or move to an election year-based approach that would require a March summative evaluation?
- When would the committee like to complete the formative evaluation?

Additional background information on the superintendent evaluation process is available on the [MASC website](#).

**Reading Public Schools**  
**School Committee Meeting Packet**  
**July 14, 2022**



Old Business



Administrative Offices  
82 Oakland Road  
Reading, MA 01867  
781 944-5800

## READING SCHOOL COMMITTEE

Shawn Brandt Chair  
Carla Nazzaro Vice-Chair

Erin Gaffen  
Sarah McLaughlin  
Charles Robinson  
Thomas Wise

Thomas Milaschewski, Ed.D.  
Superintendent of Schools

TO: Reading School Committee  
FROM: Shawn Brandt, Reading School Committee Chair  
DATE: July 13, 2022  
TOPIC: Committee, Subcommittee & Liaison Assignments

In our meeting on July 14<sup>th</sup>, we will review a proposed assignment of School Committee members to various subcommittees, committees and liaison positions based on member input and preferences. We can discuss any adjustments at that time.

### Liaison Assignments

I am proposing the following changes:

- Dropping Adhoc Human Rights Advisory Committee (sunset) and HRAC (sunset) from the list
- Dropping Celebration Committee as a formal role given the small number of events, and returning to handling those events on an ad hoc basis
- Changing BOLT to a single liaison given the meeting frequency

<b>Board or Committee</b>	<b>Liaison(s)</b>
Audit Committee	Brandt, Nazzaro
Finance Committee	Robinson, Wise
<b>Recreation Committee</b>	Robinson
<b>Select Board</b>	Brandt, Robinson
<b>RCTV</b>	McLaughlin
<b>SEPAC</b>	Gaffen
<b>Permanent Building Committee</b>	McLaughlin, Nazzaro
<b>Bylaw Committee</b>	Nazzaro
<b>Board of Library Trustees</b>	Nazzaro
<b>Reading Coalition for Prevention and Support</b>	Robinson
<b>Partners and Allies for Inclusive Reading</b>	Gaffen

### **Subcommittee and Advisory Committee Assignments**

The only proposed change to this section is substituting Tom for Carla on Policy given Carla's new responsibilities as Vice Chair and Tom's expressed interest in the Policy Subcommittee.

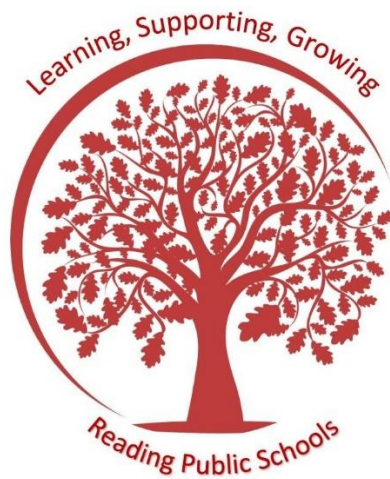
<b>Subcommittee / Advisory Committee</b>	<b>Assigned Member(s)</b>	<b>Sunset Info</b>
<b>Policy Subcommittee</b>	Gaffen, Robinson, Wise	N/A
<b>Reading ARPA Advisory Committee</b>	Brandt, Wise	12/31/2022
<b>RMHS Track Naming Advisory Committee</b>	Robinson	8/31/2022
<b>Killam School Building Committee</b>	McLaughlin, Nazzaro	N/A

### **Joint Labor-Management Committees**

I am not proposing any changes to these assignments given they were just completed in March, and several of the committees are still in the early stages.

<b>Committee</b>	<b>Assigned Member</b>	<b>Timeline</b>
<b>Special Education Caseloads</b>	McLaughlin	March 2022 – Sept 2022
<b>Teacher Assessment Process</b>	Nazzaro	Several meetings throughout 21-22
<b>RTA Salary Schedule</b>	Brandt	April 2022 – June 2023
<b>Professional Development</b>	Gaffen	Several times throughout school year
<b>Technology Impact</b>	Robinson	At the request of either party

**Reading Public Schools**  
**School Committee Meeting Packet**  
**July 14, 2022**



**New Business**





Administrative Offices  
82 Oakland Road  
Reading, MA 01867  
781 944-5800

## READING SCHOOL COMMITTEE

Shawn Brandt Chair  
Carla Nazzaro Vice-Chair

Erin Gaffen  
Sarah McLaughlin  
Charles Robinson  
Thomas Wise

Thomas Milaschewski, Ed.D.  
Superintendent of Schools

TO: Reading School Committee  
FROM: Shawn Brandt, Reading School Committee Chair  
DATE: July 12, 2022  
TOPIC: Appointment of Superintendent to Collaborative Boards

Per MGL, Chapter 40, section 4e, we are required to annually appoint a representative to the boards of directors of any education collaboratives in which the Reading Public Schools participate. In the case of a municipal school district, the representative may be either a member of the School Committee or the Superintendent.

We are currently a member of the SEEM Collaborative and the Northeast Education Consortium. During our July 14<sup>th</sup> meeting, I will recommend that we reappoint Dr. Milaschewski as our representative to the two collaboratives.

# Reading Public Schools

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



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

To: School Committee  
From: Dr. Thomas Milaschewski, Superintendent  
Date: July 14, 2022  
RE: Partnership with Salem State and RMHS

Over the past year, our central office leadership team has discussed the need to invest in principal leadership as a key strategy for improving student outcomes. To move our work forward in this area in 2022-2023, we are thrilled to announce a partnership with the Center for Educational Leadership at Salem State University (CEL@SSU). During the July 14<sup>th</sup> School Committee meeting, I will outline the goals, focus areas, and details of the partnership between CEL@SSU and all RPS district and school instructional leaders. Many of these details can also be found through the PowerPoint presentation included in this packet. We believe that this partnership will bring tremendous value to the development of all our instructional leaders at the district and school level and will positively impact RPS student outcomes.

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**Cultivating Leadership: Coaching, Supporting, and  
Developing School Leaders in the Reading Public Schools**  
*- Partnership with Center for Educational Leadership at  
Salem State University*



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# Review of 2021-2022

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2021-2022 Superintendent Goal 4:  
Coaching, Developing, and Supporting Principals

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Design and implement a district strategy for coaching, supporting, and developing principal talent.



## 2021-2022 Superintendent Goal 4: Coaching, Developing, and Supporting Principals

---

### 1. *Key Actions*

2. Research best practices for coaching, supporting, and developing principals
3. Complete gap analysis between current practices and best practices in this area
4. Design structures to close this gap that reflect these best practices and align to Reading context
5. Onboard school leaders with goals, rationale, and structures for district approach in coaching, supporting, and developing principal talent
6. Consistently monitor progress and effectiveness to drive adjustments in strategy or approach



# Principal Leadership Really Matters!

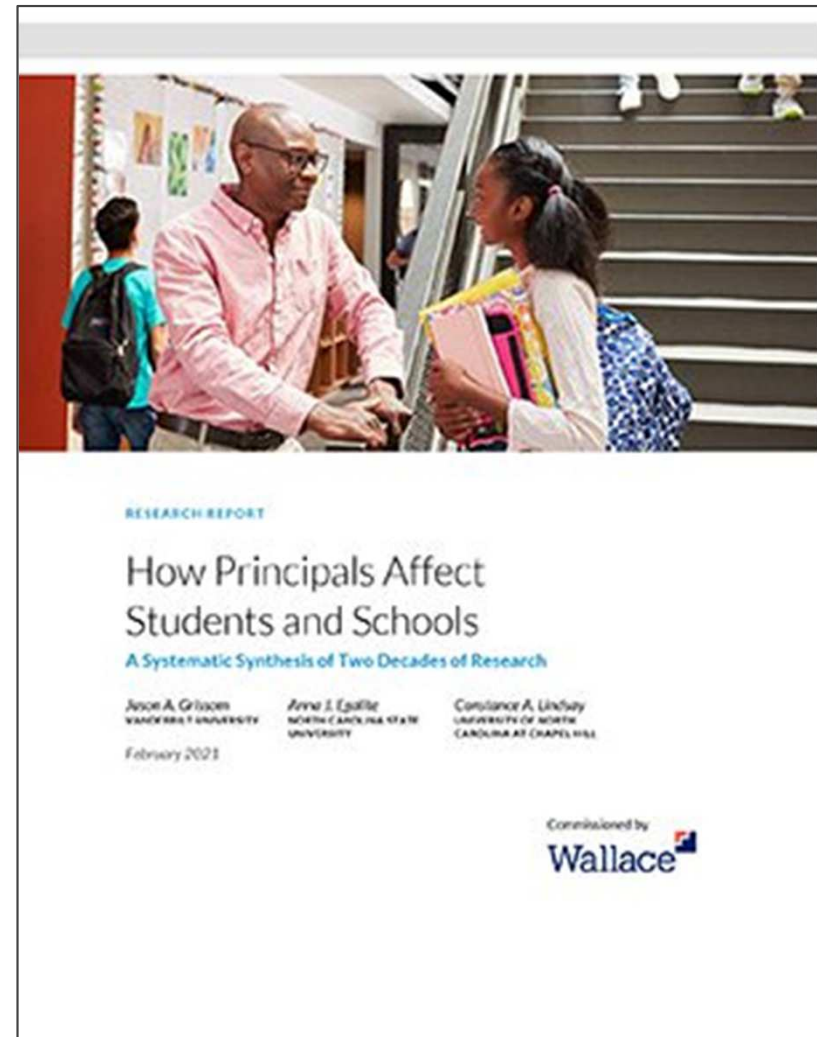
- “To date, we have not found a single case of a school improving its student achievement record in the absence of talented leadership” (Louis, Leithwood, Wahlstrom, and Anderson, 2003, p. 3)
- “Highly effective principals raise the achievement of a typical student in their schools by between two and seven months of learning in a single school year; ineffective principals lower achievement by the same amount” (Branch, Rivkin & Hanushek, 2012, para. 3)

*Louis, K. S., Wahlstrom, K. L., Michlin, M., Gordon, M., Thomas, E., Leithwood, K., Anderson, S. E., Mascal, B., Strauss, T., & Moore, S. (2010). Final Report of Research to the Wallace Foundation. (p. 333). New York: Wallace Foundation.*

*Branch, G. F., Hanushek, E. A., & Rivkin, S. (2012). School Leaders Matter. Education Next, 13(1). Retrieved from <https://www.educationnext.org/school-leaders-matter>*

# Impact of Principal PD

"It is difficult to envision an investment in K–12 education with a higher ceiling on its potential return than improving school leadership" (p.xiv).



Grissom, J. A., Egalle, A. J., & Lindsay, C. A. (2021, February). *How Principals Affect Students and Schools: A Systematic Synthesis of Two Decades of Research*. New York: Wallace Foundation. Retrieved from <http://www.wallacefoundation.org/principalsynthesis>



# Current PD Structure

Across K-12 Education Sector...

Operations-Focused

Inconsistent

One-way

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# Research/Best Practice

1. Role of central office in supporting principal instructional leadership development
  2. Effective structures and requisite conditions
  3. Leading change in the times of challenge and crisis
-

# Central Office Role

- Creating and protecting time and space for this work
  - Enacting structures that:
    - Foster collaboration
    - Require group problem solving
    - Leverage principal expertise
    - Individualize support
    - Allow for reflection
  - Facilitating through a “teaching and learning” approach
-

# Structures/Conditions

## Psychological Safety

### Principal PD

- Supports principals in solving challenging and complex problems
- Infuses research and best practice into problem solving process

### 1:1 Coaching

- Provides job-embedded, authentic, individualized learning opportunity
  - Situated within inquiry cycle structure
  - Occurs while principals lead schools in real-time
-

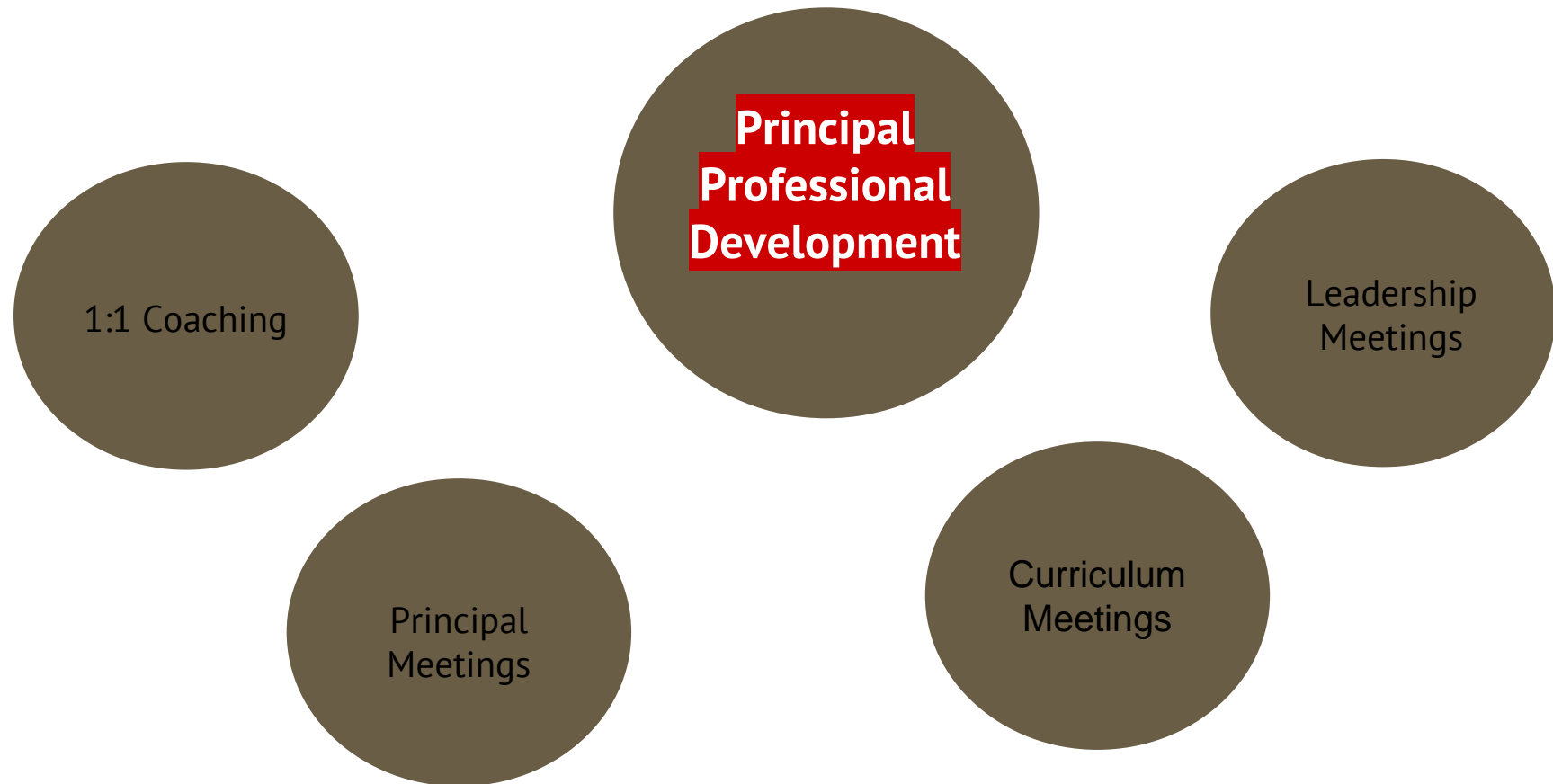
# Crisis Leadership

- “It is tempting to resort to command and control in a crisis, but it is leaders who **hold** instead that help us work through it” (Petriglieri, 2020, para. 17)
- “Leadership in an uncertain, fast-moving crisis means making oneself available to feel what it is like to be in another’s shoes - to lead with **empathy**” (Kerrissey & Edmondson, 2020, para. 5)

*Petriglieri, G. (2020, April 22). The Psychology Behind Effective Crisis Leadership. Harvard Business Review. Retrieved from <https://hbr.org/2020/04/the-psychology-behind-effective-crisis-leadership>*

*Kerrissey, M. J., & Edmondson, A. C. (2020, April 13). What Good Leadership Looks Like During This Pandemic. Harvard Business Review. Retrieved from <https://hbr.org/2020/04/what-good-leadership-looks-like-during-this-pandemic>*

# Four-Pronged Approach



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**Moving Forward in 2022-2023 - Partnership  
with Center for Educational Leadership at  
Salem State University**

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# CEL@SSU: A Brief Overview

Co-Directors

Dr. Megin Charner-Laird & Dr. Jacy Ippolito





## Background

CEL@SSU emerged from our work preparing educational leaders and is led by university professors, practicing leaders, and past local leaders

## Stance

We believe that leadership learning is a life-long endeavor as opposed to something encapsulated within a two-year program

## Audience

Programming for emergent and practicing leaders focused on reflective practice and leadership enactment

## Focus

Learning focused on adult development, transformational leadership, anti-racist leadership, and equitable outcomes for all students

## Work

New endeavor in the School of Education – we are thrilled to partner with Reading, given the alignment between our theory of action and district goals

## **RPS & CEL @ SSU Partnership: Focus Areas**

- Group work with all district and school RPS instructional leaders around building and facilitating Instructional Leadership Teams (ILTs)
  - Individualized and small group leadership support at district and school levels in refinement of ILT work
  - 1:1 individualized school leader coaching on growth areas and emerging needs
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# Focus Area 1: Building and Facilitating Instructional Leadership Teams

High-quality instructional leadership teams (ILTs) are at the foundation of increasing student outcomes. To support us in ensuring effective ILTs across the district, CEL@SSU will work ongoingly with RPS district and school instructional leaders on developing strong ILT practices – both at the school and district levels. This work emphasizes the development of collaborative leadership models and will include:

- monthly facilitated sessions with the instructional leadership group focused on ILT development and leadership
- reading/debriefing shared texts
- group walkthroughs/instructional rounds within our schools
- analyzing district and school data to plan student, class, school, and district supports/interventions

This work will be led directly by Dr. Megin Charner-Laird and Dr. Jacy Ippolito

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## Focus Area 2: Leadership Support in Refining Instructional Leadership Teams

To supplement the group ILT learning, CEL will provide individualized support that includes:

- working with small groups of leaders/principals on specific problems of practices
- leading school-based walkthroughs
- co-planning conversations around teacher leadership work
- co-planning with district leadership for all ILT-related professional development work.

This work will also be led directly by Dr. Charner-Laird and Dr. Ippolito.

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## Focus Area 3: 1:1 Principal Coaching

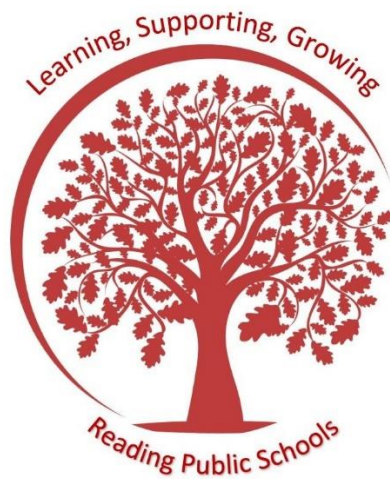
We know that research supports high-quality coaching as one of the best investments for improving principal practice. This partnership includes:

- individualized coaching for all nine principals/school leaders (including R.I.S.E.) within RPS, focused on growth edges and emergent needs
- 2-3 hours per month of on-site coaching and as needed check-ins to deal with emergent questions/challenges

This work will be led by expert, center-affiliated leaders to be recruited by the CEL@SSU in partnership with RPS.

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**Reading Public Schools**  
**School Committee Meeting Packet**  
**July 14, 2022**



Calendar

SY22-23 School Committee Calendar

Month	Date	Topic	Presenter(s)
July Social Media Coordinators - Shawn Brandt & Sarah McLaughlin			
July	7/7/2022		
	7/14/2022	Finalize Committee & Liaison Assignments Appointment of Superintendent to Collaborative Boards - SEEM Collaborative - Northshore Education Consortium Educational Leadership Partnership w/ Salem State Superintendent Review Timeline Discussion (A)	School Committee School Committee Superintendent Superintendent & School Committee
	7/21/2022		
	7/28/2022		
August Social Media Coordinators - Tom Wise & Chuck Robinson			
August	8/4/2022	Strategic Offsite	Administration & School Committee
	8/11/2022	RMHS Handbook Updates (A) DESE District Review Killam Update: Educational Profile Questionnaire Review and Approval	RMHS Administration Superintendent Administration & School Committee
	8/18/2022		
	8/25/2022		
September Social Media Coordinators - Erin Gaffen & Carla Nazzaro			
September	9/1/2022	(Placeholder) Public Hearing: Killam Discussion (Placeholder) Draft Town Meeting Warrant for Killam Review & Discussion	School Committee & Permanent Building Committee School Committee & Permanent Building Committee
	9/5/2022	Labor Day	
	9/8/2022	(Placeholder) Public Hearing: Killam Discussion	School Committee & Permanent Building Committee
	9/14/2022	Elementary Open House	
	9/15/2022	(Placeholder) Finalize Town Meeting Warrant for Killam Review & Discussion	School Committee & Permanent Building Committee
	9/22/2022	Middle School Open House	
	9/27/2022	Last Day to Close November Town Meeting Warrant	
	9/28/2022	High School Open House	
	9/29/2022		
October Social Media Coordinators - Sarah McLaughlin & Shawn Brandt			
October	10/6/2022	(Placeholder) School Committee Meeting	Administration & School Committee
	10/10/2022	Columbus Day	
	10/13/2022		
	10/20/2022	(Placeholder) School Committee Meeting	Administration & School Committee
10/27/2022			
November Social Media Coordinators - Tom Wise & Chuck Robinson			
November	11/3/2022	(Placeholder) School Committee Meeting	Administration & School Committee
	11/7/2022		
	11/10/2022	Veteran's Day	
	11/14/2022	Town Meeting	
	11/17/2022	Town Meeting	
	11/21/2022	Town Meeting	
	11/24/2022	Thanksgiving	
11/28/2022	Town Meeting		
December Social Media Coordinators - Erin Gaffen & Carla Nazzaro			
December	12/1/2022	(Placeholder) School Committee Meeting	Administration & School Committee
	12/8/2022		
	12/15/2022	(Placeholder) School Committee Meeting	Administration & School Committee
	12/22/2022		
12/26/2022	Winter Recess		

SY22-23 School Committee Calendar

Month	Date	Topic	Presenter(s)
	12/29/2022	Winter Recess	
		January Social Media Coordinators - Sarah McLaughlin & Shawn Brandt	
	1/5/2023	(Placeholder) FY24 Budget Night 1	Administration & School Committee
	1/9/2023		
	1/12/2023	(Placeholder) FY24 Budget Night 2	Administration & School Committee
	1/16/2023	Martin Luther King Jr. Day	
January	1/19/2023	(Placeholder) Public Hearing: FY24 Budget	Administration & School Committee
	1/23/2023		
	1/26/2023	(Placeholder) FY24 Budget Final Vote	Administration & School Committee
	1/30/2023		
		February Social Media Coordinators - Tom Wise & Chuck Robinson	
	2/2/2023		
	2/6/2023		
	2/9/2023	(Placeholder) School Committee Meeting	Administration & School Committee
	2/13/2023		
February	2/16/2023		
	2/20/2023	President's Day / February Recess	
	2/23/2023	February Recess	
	2/27/2023		
		March Social Media Coordinators - Sarah McLaughlin & Shawn Brandt	
	3/1/2023	(Placeholder) School Committee Budget Presentation to Finance Committee	Superintendent, Director of Finance, & School Committee
	3/2/2023	(Placeholder) School Committee Meeting	Administration & School Committee
	3/6/2023		
	3/9/2023		
	3/13/2023		
March	3/16/2023	(Placeholder) School Committee Meeting	Administration & School Committee
	3/20/2023		
	3/23/2023		
	3/27/2023		
	3/30/2023	(Placeholder) School Committee Meeting	Administration & School Committee
		April Social Media Coordinators - Tom Wise & Chuck Robinson	
	4/3/2023		
	4/6/2023		
	4/10/2023		
	4/13/2023	(Placeholder) School Committee Meeting	Administration & School Committee
April	4/17/2023	Patriot's Day / April Recess	
	4/20/2023	April Recess	
	4/24/2023	Town Meeting	
	4/27/2023	Town Meeting	
		May Social Media Coordinators - TBD	
	5/1/2023	Town Meeting	
	5/4/2023	Town Meeting	
	5/8/2023	(Placeholder) School Committee Meeting	Administration & School Committee
	5/11/2023	Elementary Open House	
May	5/15/2023		



SY22-23 School Committee Calendar

Month	Date	Topic	Presenter(s)
	5/18/2023	Middle School Open House	
	5/22/2023		
	5/25/2023	(Placeholder) School Committee Meeting	Administration & School Committee
	5/29/2023	Memorial Day	
		June Social Media Coordinators - TBD	
	6/1/2023		
	6/4/2023	RMHS Graduation	
	6/5/2023		
	6/8/2023	(Placeholder) School Committee Meeting	Administration & School Committee
	6/12/2023		
June	6/15/2023		
	6/19/2023	Juneteenth	
	6/22/2023	(Placeholder) School Committee Meeting	Administration & School Committee
	6/26/2023		
	6/29/2023	July Social Media Coordinators - TBD	