

# Reading Public Schools

## School Committee Meeting Packet September 18, 2023



Open Session 7:00p.m.

Reading Memorial High School Library  
Reading, MA



# Town of Reading Meeting Posting with Agenda

## Board - Committee - Commission - Council:

School Committee

Date: 2023-09-18

Time: 7:00 PM

Building: School - Memorial High

Location: School Library

Address: 62 Oakland Road

Agenda:

Purpose: Open Session

Meeting Called By: Thomas Wise, 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
7:00 p.m.	B.	Public Comment  Consent Agenda 1. Minutes (09-07-2023) 2. Artis Senior Living School Supplies Donation 3. Killam 5 <sup>th</sup> Grade Flags Donation 4. RMHS PTO Donation 5. Friends of Reading Soccer Donation  Warrant Reports 1. 09-12-2023  Reports 1. Director of Finance & Operations 2. Superintendent 3. Liaison/Sub-Committee
7:10 p.m.	C.	Personnel 1. New Leadership Introductions & Entry Plan Reviews a. RISE Director – Kerry Wilcox b. Killam Principal – Lindsey Fulton c. RMHS Interim Principal – Jessica Callanan d. Director of Finance & Operations – Derek Pinto
7:50 p.m.	D.	Old Business 1. Final Discussion & Approval of 2023-2026 District Strategic Improvement Plan
8:00 p.m.	C.	Personnel 2. Discuss Focus Indicators for Superintendent Goals for 2023-2025.

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

		3. Finalize and Approve Superintendent Goals & Focus Indicators for 2023-2025.
	F.	Information / Correspondence
8:30 p.m.		Adjourn

\*\*Times are approximate

Join Zoom Meeting

<https://readingpsma.zoom.us/j/83657021146>

Meeting ID: 836 5702 1146

One tap mobile

+16469313860,,83657021146# US

+13017158592,,83657021146# US (Washington DC)

**Reading Public Schools**  
**School Committee Meeting Packet**  
**September 18, 2023**



**Consent Agenda**



# Town of Reading Meeting Minutes

## Board - Committee - Commission - Council:

### School Committee

Date: 2023-09-07

Time: 7:00 PM

Building: School - Memorial High

Location: School Library

Address: 62 Oakland Road

Session: Open Session

Purpose: Open Session

Version: Draft

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

Shawn Brandt, Carla Nazzaro, Erin Gaffen, Tom Wise, and Sarah McLaughlin

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

Charles Robinson

#### **Others Present:**

Superintendent Dr. Thomas Milaschewski

**Minutes Respectfully Submitted By:** Olivia Lejeune on behalf of the chairperson.

---

### Topics of Discussion:

**A. Call to Order** – Mr. Wise called the meeting to order at 7:00 p.m. to review the agenda.

**B. Public Comment** – None

#### **Consent Agenda**

1. Minutes (08-24-2023)
2. Friends of RMHS Cheer Donation
3. Pegasus Springs Foundation Sense of Belonging Donation
4. Surplus Property

#### Warrant Reports

1. 08-24-2023
2. 08-31-2023

Mrs. Gaffen motioned to approve the consent agenda, seconded by Mr. Brandt, and the vote passed 5-0.

### **E. New Business**

#### **1. MBTA Communities Presentation & Discussion**

Community Development Director, Mr. Andrew MacNichol, and Senior Planner, Ms. Mary Benedetto, presented on the MBTA Communities Law. The Town of Reading must reach compliance with the law by December 2024. The ultimate goal is to amend the zoning in Reading in order to adhere to compliance. Communities that do not comply with the law will not be eligible for funds from multiple grant programs.

A survey was conducted over the summer which received over 750 responses. The survey will help craft what the community wants to see going forward and what questions can be answered. A top written-in concern was school enrollment and the impact we could see.

School Committee members asked questions and brought the conversation back to the impact on the schools. Looking at future enrollment projections will be an important factor. The committee stressed that pure enrollment isn't as much of a factor as student need is and they provided examples of how classrooms and other spaces are used for different programming based on need. They asked if there was a way to partner to try to determine or forecast needs in alignment with the DESE High Need categories of students – Multi-Language Learners, Low-Income Learners, and Special Education.

## **2. RMHS Student Handbook Review & Approval (A)**

Interim RMHS Principal, Mrs. Jessica Callanan, provided a memo within the packet that summarizes the changes to the RMHS student handbook. A document tracking changes made was also provided in the packet and once approved, Ms. Callanan will correct each change in the document. Many of the changes are self-explanatory such as language clean up, grammar, changing names, references, etc.

Mrs. Gaffen motioned to approve the 2023-2024 Reading Memorial High School Student Handbook, seconded by Mrs. Nazzaro. There are some items not reflective of current practice and it was noted the School Council will work on this throughout the year. Mrs. Callanan's goal is to present an updated handbook to the School Committee in June for approval for the 2024-2025 school year. Mr. Wise reviewed some of the items he previously reviewed with Mrs. Callanan which she agreed would be corrected before the Handbook was published. The vote passed 5-0.

## **C. Personnel**

### **1. Review Draft Superintendent Goals for FY23-24**

Dr. Milaschewski reviewed the draft Superintendent Goals as provided in the packet. Many of the goals are challenging and the measurability of the goals is straightforward making them easier to measure. With this, it would be helpful for the committee to consider a rating scale given the specificity of the goals.

## **E. New Business**

### **3. Meeting Management & Presentation Protocol Discussion**

At the end of the last fiscal year, Mr. Brandt and Ms. McLaughlin asked to discuss meeting management and presentation protocols in a future meeting. Mr. Brandt and Ms. McLaughlin walked through some of their ideas as ways to improve efficiency such as written reports, a hard cap on discussions, when to table a discussion for the next meeting, prioritizing important agenda items, and creating ground rules for presenters with clear objectives and stringent deadlines for submitting presentations.

After some discussion, the committee agreed that normally written reports by the Administration and for Liaison/Sub Committee updates are not preferable as it is nice to keep the reports more celebratory. Liaison/Sub Committee updates should primarily be focused on school-related impacts.

## **B. Reports**

1. Superintendent – Dr. Milaschewski thanked the staff for a smooth first week of school even with the heat.
2. Liaison/Sub-Committee
  - a. Mrs. Nazzaro – The Killam School Building Committee has submitted the ad for a request for services for the designer. The ad will hit the central registrar next Wednesday as scheduled.
  - b. Mr. Brandt – No Report
  - c. Ms. McLaughlin – No Report
  - d. Mrs. Gaffen – No Report
  - e. Mr. Wise – The Fall Street Faire is this Sunday, September 10<sup>th</sup> from 12-5 pm.

Mrs. Gaffen motioned to adjourn, seconded by Mr. Brandt, and the vote passed 5-0.

<https://www.youtube.com/watch?v=KuUCGb9NFGk>

**Meeting Adjourned 8:27pm**

# 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: Olivia Lejeune, Executive Assistant to the Superintendent  
DATE: September 13, 2023  
RE: Vote to Accept Artis Senior Living School Supplies Donation

Please vote to accept a donation of \$600 and assorted school supplies from Artis Senior Living in Reading. The purpose of this donation is to acquire classroom supplies.

Please find attached the donation letter from Yolanda Douglass, Director of the Artis Way Experience.

Thank you.





September 7, 2023

To: Reading School Committee

c/o Olivia Lejeune

Dear Reading School Committee,

Artis Senior Living of Reading is pleased to make a donation \$600 to acquire supplies needed in the classrooms. We are also donating assorted school supplies to be used in classrooms or given to students in need.

Please feel free to contact me if there are any questions.

Sincerely,

Yolanda Douglass, Director of the Artis Way Experience

[ydouglass@artismgmt.com](mailto:ydouglass@artismgmt.com)

781.872.1907

# 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: Olivia Lejeune, Executive Assistant to the Superintendent  
DATE: September 13, 2023  
RE: Vote to Accept Killam Elementary Donation for 5<sup>th</sup> Grade Flags

Please vote to accept a donation of \$200 from the Conniff Family. The purpose of this donation is to purchase 5<sup>th</sup> grade flags.

Please find attached the donation memo from Ms. Lindsey Fulton, Principal of Killam Elementary.

Thank you.

Lindsey Fulton  
Principal

333 Charles Street  
Reading, MA 01867  
Phone: 781-944-7831  
Fax: 781-942-9186

Thomas Milaschewski, Ed. D.  
Superintendent of Schools

Sarah Hardy, Ed.D.  
Assistant Superintendent  
for Learning and Teaching



# J. Warren Killam School

*A T.R.R.F.C.C. Place to Be!*

To: Derek Pinto  
From: Lindsey Fulton  
Re: Donation for 5<sup>th</sup> Grade Flags  
Date: August 31, 2023

Enclosed please find a check in the amount of \$200 from the Conniff's a former Killam family. This check should be deposited in the Student Activities Account after it has been approved by the School Committee.

Thank you,

Lindsey Fulton, Principal  
J.W. Killam Elementary School

# 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: Olivia Lejeune, Executive Assistant to the Superintendent  
DATE: September 13, 2023  
RE: Vote to Accept RMHS PTO Donation

Please vote to accept a donation of \$4,000 from the Reading Memorial High School PTO. The purpose of this donation is to support ongoing after school coverage in the RMHS Library.

Please find attached the donation letter from Linda Kiene, Treasurer of the RMHS PTO.

Thank you.



Reading Memorial High School PTO, Inc.  
62 Oakland Road  
Reading, MA 01867

September 11, 2023

Derek Pinto, Director of Finance and Operations  
Reading Public Schools  
62 Oakland Road  
Reading, MA 01867

Dear Mr. Pinto and the Reading School Committee:

The Reading Memorial High School PTO is pleased to offer this donation in the amount of \$4,000 to support the ongoing after school coverage in the RMHS Library for the 2023-2024 school year.

Sincerely,

A handwritten signature in black ink that reads "Linda Kiene". The signature is written in a cursive style with a clear, legible font.

Linda Kiene, Treasurer  
on behalf of the RMHS PTO Board and Members

cc: Jessica Callanan  
(Interim) RMHS Principal

# 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: Olivia Lejeune, Executive Assistant to the Superintendent  
DATE: September 13, 2023  
RE: Vote to Accept Friends of Reading Soccer Donation

Please vote to accept a donation of \$1,500 from the Friends of Reading Soccer. This donation is in support of the RMHS Boys Soccer Assistant Coach for the 2023 season.

Please find attached the donation letter from Jessica Skehan, Friends of Reading Soccer Treasurer.

Thank you.



To Whom It May Concern:

Friends of Reading Soccer, Inc is making a donation of \$1,500 in support of the RMHS Boys Soccer Assistant Coach for the 2023 season. Please find a check enclosed made payable to the "Town of Reading" for this amount.

Thank you,

Jessica Skehan  
30 Locust Street, Reading MA 01867  
Friends of Reading Soccer, Inc - 2023 Treasurer  
Boys Varsity Captain Parent

# Reading Public Schools

## School Committee Meeting Packet September 18, 2023



### Personnel



# 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: Olivia Lejeune, Executive Assistant to the Superintendent  
DATE: September 11, 2023  
RE: New RPS Leadership Welcome & Entry Plans

During the September 18<sup>th</sup> School Committee meeting, new RPS leaders across the district will be joining for a brief introduction to the larger Reading community. Our new Director of R.I.S.E., Ms. Kerry Wilcox, and new principal of Killam Elementary School, Ms. Lindsey Fulton, will give a brief overview of their entry plans during the meeting. Their entry plans are also included in this packet. Interim RMHS Principal, Ms. Jessica Callanan, will also share her broad goals for leadership in the 2023-2024 school year. In addition, new Director of Finance and Operations, Dr. Derek Pinto, will give a brief overview of his goals as a new member of the district leadership team. We will also introduce many of our new assistant principals to the community.

After their presentations, these leaders will be prepared to answer any questions from the School Committee or community.

Thank you.



Director's Entry Plan  
Kerry A. Wilcox

Dear RISE Preschool Community,

I am thrilled to be writing this letter as the new Director of the RISE preschool. Since the first day that I met with the interview committee, it was clear that RISE is a beloved part of the Reading community. In the weeks since then, I have had the opportunity to meet with members of the central office leadership team, visit with RISE staff and meet with Dr. King who all have introduced me to the program and the wonderful work being done here. I can see so clearly that the values that I have held dear in my career in early childhood special education are also the core of the work here at RISE. I feel very fortunate to be joining this team.

Now that I have officially begun working in the role, gaining a deeper understanding of the RISE program community is my first priority. The attached entry plan has been developed to support the process that I will use to connect with you to build working relationships and to ask for your insight about RISE, your experiences here, and your hopes for RISE as we move forward together.

I am grateful for the support of the community as I transition into this new role. I am looking forward to partnering with you on behalf of Reading's youngest learners!

My best,

Kerry Wilcox  
(781)942-9179  
kerry.wilcox@reading.k12.ma.us

## Entry Plan

The goal of my entry plan is to gain a deeper understanding of priorities held by stakeholders for RISE. By doing the following, I will:

- Identify strengths of the RISE program.
- Identify systems and practices currently in place at RISE that should be maintained and/or changed.
- Identify areas of growth for the RISE program.

	Phase 1 June-July 2023	Phase 2 July-Aug 2023	Phase 3 Sept-Dec 2023	Phase 4 Jan-June 2024
Goal	To become familiar with district and program priorities	To connect with staff, families and community members	To build and strengthen relationships	To develop a plan to move forward
Action Steps	<ul style="list-style-type: none"> <li>&gt; meet with central office leadership team to discuss program review</li> <li>&gt; meet with interim director to discuss current reality at RISE</li> </ul>	<ul style="list-style-type: none"> <li>&gt; connect with current RISE staff, families and community stakeholders to gather data through listening sessions</li> <li>&gt; connect with RISE PTN board and SEPAC</li> <li>&gt; meet with district staff including principals at Wood End and Killam, director of nursing</li> <li>&gt; reach out to Early Intervention</li> </ul>	<ul style="list-style-type: none"> <li>&gt; attend RISE orientation sessions</li> <li>&gt; engage with staff, students, and families in all aspects of the preschool day</li> <li>&gt; participate in PTN activities</li> <li>&gt; attend SEPAC meetings</li> <li>&gt; engage with program instructional leadership team,</li> </ul>	<ul style="list-style-type: none"> <li>&gt; analyze data from listening sessions and program visits and observations</li> <li>&gt; share findings of data collection and analysis with central office leadership</li> <li>&gt; share findings of data collection and analysis with RISE program staff</li> <li>&gt; prioritize findings to identify goals for the following year</li> </ul>

				> share path forward with the RISE community in January 2024.
--	--	--	--	---

## Listening Session Opportunities

For Community Members and Families	For Staff	For Students
<p>Optional listening sessions will be held on the following dates:</p> <p>August 2, 2023 @ 7pm On <a href="#">ZOOM</a></p> <p>August 4, 2023 @ 9am/RISE Preschool/RMHS location</p> <p>Alternatively, families and other community members may share their thoughts through <a href="#">this survey</a>.</p>	<p>Optional listening sessions for RISE staff will be held on the following dates:</p> <p>July 26, 2023 (12pm-3pm) July 28, 2023 (8:30am-12pm) August 16, 2023 (9am-3pm)</p> <p>Staff is welcome to participate in listening sessions in person or virtually.</p> <p>Alternatively, <a href="#">a survey is also available</a> for staff to share their thoughts and insights about RISE.</p>	<p>Beginning the first few weeks of school, I will visit each RISE location and spend time in classrooms with students as they participate in their school day.</p>

Listening Session Questions

For Community Members and Families	For Staff	For Students
<ul style="list-style-type: none"> <li>● What do you think is important for me to know as I begin in my role at RISE?</li> <li>● What is most important to you when it comes to your child's first school experience?</li> <li>● What would most help your family feel welcome at our school?</li> <li>● What mode and frequency of communication is most accessible for you?</li> <li>● What traditions, experiences, systems are in place at RISE do you believe should be maintained moving forward?</li> <li>● What skills, qualities and support would you like from a preschool leader?</li> <li>● What else would you like to share?</li> </ul>	<ul style="list-style-type: none"> <li>● What do you think is important for me to know as I begin my role at RISE?</li> <li>● What happens at RISE that brings joy and energy to you as an educator?</li> <li>● What are the strengths of the RISE program? What areas does RISE need support to improve or change?</li> <li>● What systems are in place at RISE currently that should be maintained moving forward?</li> <li>● What instructional practices have you observed at RISE that provide students with a developmentally appropriate preschool experience for every learner?</li> <li>● What kind of professional development or training might you benefit from?</li> <li>● What skills, qualities and support would you like from a</li> </ul>	<ul style="list-style-type: none"> <li>● By joining students as they participate in preschool activities, I will have the opportunity to watch, listen, and learn about them in a way that is appropriate for them.</li> </ul>

	<p>preschool leader?</p> <ul style="list-style-type: none"><li>• What else would you like to share?</li></ul>	
--	---	--



*Trustworthy. Respectful. Responsible. Fair and Caring Citizens*

## **Principal Entry Plan ♦ Lindsey Fulton, M.Ed**

---

Dear J.W. Killam Community,

I am beyond excited and honored to be joining your community as the next Killam Principal. I cannot wait to get to know each of your families, your amazing students, our stakeholders, and of course, our talented Killam Staff. Thank you to all who have welcomed me already!

As you may know, I have been the principal of the Brookside Elementary, a preK-5 school in Dracut for the last two years. Prior to that, I shared my time between three elementary schools in Dracut as the elementary assistant principal. Before my leadership roles, I taught third through fifth grade in Stoneham and Lowell. Throughout my experiences I've developed a strong vision for our educational world. I want all students to be seen and heard in our building. I want our educators to feel empowered and for Killam to truly continue being a place where everyone loves to learn and grow together. A few personal things about me- I currently live in Chelmsford with my husband, Brett. The beach and a good book is my happy place! I have recently acquired a green thumb and love gardening in our backyard. I am a huge fan of the show, Survivor and love a good iced coffee!

As I transition into this new role, I promise to dedicate my time and effort into learning about the Killam community. I plan to be visible and accessible for open conversations. Please help me learn everything I possibly can about our community and what helps your child shine in our environment. In the upcoming weeks, I will be connecting with families, staff, students, and stakeholders to provide various meet-and-greet opportunities, to field questions, and to gather as much information as I can to make this the most successful school year yet.

I'm also fully aware that Killam has the distinct privilege of being part of the MSBA process, in which we hope to design and build a new Killam building. As this process continues, I plan to openly communicate and include all stakeholders in pertinent conversations. I am excited to be a part of this opportunity and include you along the way.

I look forward to serving the Killam Community and Reading Public Schools for many years to come! Please don't hesitate to email me with any questions or simply to connect!

All the Best,  
Lindsey Fulton



## Entry Plan

---

The goal of this entry plan is to establish clear and concise goals to launch a successful school year and leadership plan. The plan will focus on tasks and events that allow me to be an active listener, gather comprehensive information, and provide effective recommendations to enhance our school community.

This plan will focus on:

1. Understanding and highlighting strengths of the Killam Community
2. Learning the traditions and systems in place
3. Areas of strength and growth



### PHASE ONE- August 2023

*The goal of phase one is to begin to transition to the Killam Community and Reading Public Schools. There are two main focus areas:*

- 1. Relationship Building*
- 2. Operational Management and Logistics*

#### **Action Items:**

- ★ Begin getting to know district officials, staff, families, and colleagues
- ★ Meet with the PTO Executive Board
- ★ Send out communication to all Killam staff and families introducing myself and providing updates regarding the 2023/2024 school year
- ★ Review school wide procedures and district policies; school improvement plans and school council notes
- ★ Finalize building schedules and staffing needs
- ★ Attend Popsicles with the Principals to meet Killam families
- ★ Schedule summer listening sessions with staff (20 minute increments)
- ★ Invite Killam families to Meet and Greet/Listening Sessions
- ★ Meet with the elementary principal team to learn about district goals
- ★ Establish relationships with Colliers Project Management at the Killam Kick Off Meeting. Colliers will serve as the Owner's Project Manager for the Killam School Building Project



# J. WARREN KILLAM ELEMENTARY SCHOOL

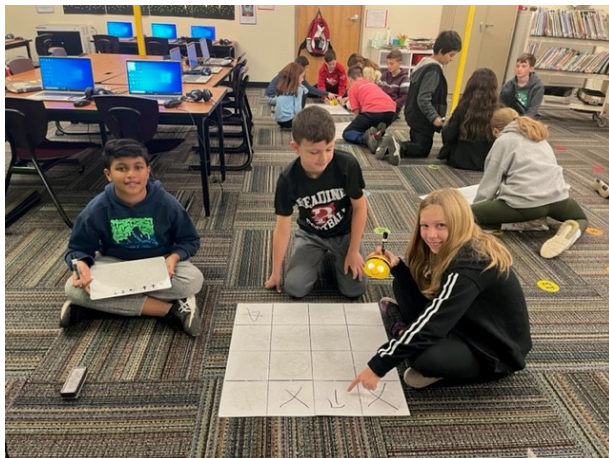
*Trustworthy. Respectful. Responsible. Fair and Caring Citizens*

## PHASE TWO- September- October 2023

*The goal of phase two is build and grow trusting relationships with the Killam community. This will also be a time when we revisit what it means to be T.R.R.F.C and how we can embody these values all year.*

### Action Items:

- ★ Consistently visit classrooms and be visible in the school community; know all student and staff names
  - Greet students at arrival and dismissal daily
  - Eat lunch with students in the lunchroom
- ★ Host a back to school assembly highlighting school goals and expectations
- ★ Establish weekly communication methods that support our families needs, including language preference
- ★ Connect with subgroups of students to identify appropriate interventions and supports
- ★ Collaborate with our school adjustment counselor/METCO Coordinator to establish small social emotional groups
- ★ Engage with families at Open House



### PHASE THREE- Winter 2023/2024

*Phase three will focus on intentionally planning for Killam's continued success by analyzing data and practices to improve instruction and culture. Relationship building and connecting with the Killam community will continue during phase three as well.*

#### **Action Items:**

- ★ Hold regular grade level, special education, and building based meetings to promote collaboration
- ★ Conduct a needs based assessment of the school and share findings with staff and families
- ★ Dive into Killam data regarding instruction and develop an action plan for future growth
- ★ Assess use of curriculum materials and identify additional supports as needed
- ★ Plan a winter event that involves the Killam community





**J. WARREN KILLAM  
ELEMENTARY SCHOOL**

*Trustworthy. Respectful. Responsible. Fair and Caring Citizens*

**Killam Families: I would love to hear or meet you!.. here's how:**

1. Reach out to me via email! I would love for you to share a few special things about your child and their strengths! Bonus points if you share a picture of something fun you've done over the summer, so I can put a face to the name! I promise to respond. **Email:** [lindsey.fulton@reading.k12.ma.us](mailto:lindsey.fulton@reading.k12.ma.us)
2. Complete the [family survey](#) if you are unable to attend a meet and greet session or would prefer to respond in writing to the questions listed below.
3. Join an optional Meet and Greet/Listening Session
  - Thursday, August 10th: 1:30 PM (in the cafeteria)
  - Wednesday, August 16th: 9:30 AM (in the cafeteria)
  - Tuesday, August 22nd: 12:00 PM (virtual- link to be shared)

\*The listening sessions (first of many conversations) will allow me to gain a deeper understanding of the community, instructional practices, strengths, and perspectives that are important to our community.

4. Attend Popsicles with the Principals! Monday, August 28th. Kindergarten Families- 5:00- 5:30 PM; All Grades 5:30-6:15 PM (see flyer)

**Killam Staff:** I would love the time to connect with all of you! Please send me an email to schedule a 20 minute time individual or group listening session if you would like! I look forward to meeting you all!

## Listening Session Questions

For Families & Community Members	For Staff	For Students
What qualities and skills do you look for in a leader?	What qualities and skills do you look for in a leader?	How would you best describe Killam to a student who has never been here before?
What do you believe is important for me to know as I begin my leadership at Killam?	What traditions are in place at Killam that you would like to see protected or maintained? Are there new traditions you'd like to see?	What do you love about school?
What traditions are in place at Killam that you would like to see protected or maintained?	What about teaching brings you joy? What can I do to support you during times of struggle?	If you could do one thing to make Killam better for you and your classmates, what would you do?
Is there anything you would like me to know about your child or family? What is important to you about your child's education?	What are the strengths and growth areas of Killam? What type of professional development can help move Killam forward?	What are your hopes and dreams for the school year?
What type and how much communication from Killam are important for your family?	What instructional practice have you observed at Killam that you feel creates a high quality education?	What are your favorite events and traditions at Killam?

After I have completed these sessions, I will share this information with the community through these outlets.

- With staff: I will share the findings during our faculty meetings and January Leadership Team Meeting
- With families: I will share the findings during both our January School Council meeting and PTO meeting
- With the entire community: I will share a written summary in a fall newsletter

Thank you for your time, consideration, and valued input! I look forward to connecting and learning together.

# Reading Public Schools

## School Committee Meeting Packet September 18, 2023



Old Business

# 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: Dr. Thomas Milaschewski, Superintendent  
DATE: September 13, 2023  
RE: Final Discussion & Approval of 2023-2026 District Strategic Improvement Plan

At the June 22<sup>nd</sup> School Committee meeting, we presented an overview and key information from the 2023-2026 District Strategic Plan. This plan outlines the district's goals, priorities, and initiatives and includes action plans for how we will achieve them. This plan was crafted collaboratively by a variety of district stakeholders who developed the ideas for the plan, revised the plan, and provided input and feedback on the plan. This plan will be updated over the next several years as we continue to move our various improvement efforts forward. An electronic version of this plan can be found through this [link](#) and a hard copy is available in the packet.

Thank you.



## READING PUBLIC SCHOOLS - DISTRICT STRATEGIC PLAN 2023-2026

### Mission of the Reading Public Schools

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

### Vision of the Reading Public Schools

It is the vision of the Reading Public Schools to instill a joy of learning by inspiring, engaging and supporting our youth to become the innovative leaders of tomorrow. We will accomplish our vision by focusing on a few key strategic initiatives that lead to a meaningful and relevant curriculum, innovative instructional practices, strong analysis and thoughtful dialogue about evidence, a collaborative and team approach to learning and teaching, and a safe and nurturing learning environment. The overall physical and behavioral well-being of our children will be our top priority as students will not learn if they are not physically and psychologically safe. Education will truly be the shared responsibility of both the schools and the community, with families playing active roles in the schools and being full partners in ensuring the success of their children. In the interest of the entire Reading community, the school district and town government shall work cooperatively and collaboratively. As educators and members of our community, we believe that implementing this vision is our ethical responsibility to the children of the Town of Reading.

### Reading Public Schools' Statement of Equity

The Reading School Committee, Central Office, Directors, Principals and Leadership of the Teacher's Association celebrate the diversity of the Reading Community and beyond by embracing differences to empower every student, staff member and family of the Reading Public Schools. We embrace all members of the community no matter where we live, what we look like, what we believe, what language we speak, who we love, or how we learn, consistent with the human dignity of all. When we are unwavering in our commitment to equity, we support every student and staff member in maximizing individual potential. This requires us to identify, analyze, and confront gaps in opportunities and outcomes for all students.

### Reading Memorial High School Portrait of a Graduate

RPS Graduates are leaders of their own learning journey who demonstrate kindness and empathy towards others and a commitment to wellness. They persevere through challenges, embrace multiple perspectives, and aspire to be their best selves in the service of others to better our community and our world.

**Learn - Grow - Teach** - RPS Graduates are critical thinkers and creative problem solvers. They take ownership of their learning journey and are open to struggle to foster personal growth. They are confident in their beliefs and consider the thoughts and ideas of others. They embrace collaboration to help teach others and remain curious life-long learners.

**Empathize - Consider Perspectives - Practice Communal Care** - RPS Graduates show kindness and empathy towards others and a commitment to personal wellness and communal care. They are able to persevere through challenges and demonstrate resilience. They authentically reflect through hearing and understanding the experiences, perspectives, and needs of people around them. To navigate relationships with generosity and patience, they listen actively and compassionately.

**Engage - Serve - Thrive** - RPS Graduates responsibly shape our world through collaboration with their community. They engage with and communicate multiple perspectives, aspire to be their best selves in the service of others in order to thrive, and bring their skills and knowledge to action for the benefit of each other and our world.





## Reading Public Schools 2023-2026 Strategic Objectives

**Strategic Objective 1: Supportive, Equitable, and Safe Learning Environment** (Leads: Jen Stys, Sarah Marchant, Allison Wright, Emma Costigan, Lynna Williams, Mary Giuliana, Ally Sarno, Ann Ozanian)

**Strategic Objective 2: Coherent Instructional Systems** (Leads: Sarah Hardy, Caitlin Shelburne, Mary Anne Lynn, Erin Burchill, Jess Callanan, Liam Loscalzo)

**Strategic Objective 3: School Operations** (Leads: Derek Pinto)

**Strategic Objective 4: Family and Community Engagement** (Leads: Alissa Gallegos, Theresa Wiggins, Barbara Best, Erica McNamara, Jessica Callanan, Karen Hall, Lisa Egan, Lynna Williams, Sarah Hardy)

### Strategic Initiatives

Supportive, Equitable and Safe Learning Environments	Coherent Instructional Systems	School Operations	Family and Community Engagement
<a href="#"><u>1.1. Build a shared understanding about sense of belonging and identify common indicators to measure progress</u></a>	<a href="#"><u>2.1. Enact Special Education Multi-Year Improvement Plan</u></a>	<a href="#"><u>3.1. Review key operational procedures and processes</u></a>	<a href="#"><u>4.1. Strengthen family/school partnerships</u></a>
<a href="#"><u>1.2 Build valid data collection systems and analysis procedures</u></a>	<a href="#"><u>2.2. Ensure high quality curriculum (standards-aligned, pacing, instructional methodology; materials and resources; assessment; rigorous instructional practices)</u></a>	<a href="#"><u>3.2. Leverage and optimize all resources including staffing roles and schedules, and funding</u></a>	<a href="#"><u>4.2. Strengthen equitable family engagement: supports and connections for Multilingual Learners, Black and Brown, and Economically Disadvantaged Students and Families</u></a>
<a href="#"><u>1.3. Create, refine and align safety centered process and protocols</u></a>	<a href="#"><u>2.3. Ensure variety of college and career pathways for secondary students (Math</u></a>	<a href="#"><u>3.3. Refine human resources systems of recruitment, retention, and attendance</u></a>	<a href="#"><u>4.3. Create a Children's Cabinet to bring together key leaders that serve children and</u></a>



	<u>Pathways; Innovation Pathways, Dual Enrollment)</u>		<u>youth</u>
<u>1.4 Build coherence within METCO Program</u>	<u>2.4. Utilize and refine a comprehensive assessment framework district-wide that defines the goals and objectives of assessments; the intended use; analysis protocols; and communication with families</u>	<u>3.4. Collaborate with MSBA and the Reading community to enable the build of new Killam Elementary School building</u>	
<u>1.5 Build coherence in MLL Programming</u>	<u>2.5 Design a high-quality system of professional learning for RPS</u>		
	<u>2.6 Define a vision for district's educational/ administrative technology and opportunities to braid current district resources (Tech Plan)</u>		

# Reading Public Schools

## School Committee Meeting Packet

September 18, 2023



Personnel

# 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: Dr. Thomas Milaschewski, Superintendent  
DATE: September 14, 2023  
RE: Superintendent Goals 2023-2025

As a follow-up to the conversation and feedback from the September 7<sup>th</sup> School Committee meeting, I am including an updated draft of my 2023-2025 Superintendent Goals. All updates from the previous version presented at the September 7<sup>th</sup> School Committee meeting are noted in red. While the majority of updates include small grammatical updates or the inclusion of additional indicators that align to the goal, I wanted to bring your attention to the three content updates:

- Part of Goal 1 reads “By the end of the 2023-2024 school year, with data provided to the district in September of 2024, meet 80% of DESE-determined MCAS achievement and growth targets at school and district levels.” I changed the percentage from 100% to 80% to reflect a more realistic target. I still believe this is a lofty and high target.
- In Goal 3, I added in a key action and benchmark related to Early Literacy screenings. This was recommended by a School Committee member following the meeting.
- In Goal 4, I added in a key action related to developing our new assistant principals. This was recommended by a School Committee member during the meeting.

Also, Goal 1 requires baseline data to inform targets outlined in the goals. Below, I provide more information on this baseline data with the framing of the goal:

Goal 1 (Student Learning Goal): Over the next two years, improve evidence of student learning, engagement, and achievement as follows:

- *By the end of the 2023-2024 school year, with data provided to the district in September of 2024, meet 80% of DESE determined MCAS achievement and growth targets at school and district levels.*
  - **Baseline Data: In the spring of 2023, DESE set “increments” (essentially targets) for 2024-2027. However, DESE also noted “increments for 2024-2027 are provided for informational purposes only and are subject to change. The Department of Elementary and Secondary Education will calculate targets for 2024 and beyond following the publication of official MCAS and accountability results each fall.” Therefore, we will use the 2024 targets that are set this fall for this goal.**
- *By the end of 2024-2025, using registration data for 2025-2026, increase the planned participation rate in advanced coursework (AP and Dual-Enrollment) at RMHS by 10% for all students and 15% for each DESE identified subgroup.*
  - **Baseline Data: The table below lists the baseline data from 2021-2022. This goal will focus on the categories of all students, high needs, students with disabilities, low income, and black/Hispanic/multi-race (to ensure a large enough group size).**

Student Group	# Grade 11 and 12 Students	# Students Completing Advanced	% Students Completing Advanced	Advanced Course Completion Rate by Subject							Ch 74 Secondary Cooperative Program
				% ELA	% Math	% Science and Technology	% Computer and Information Science	% History and Social Sciences	% Arts	% All Other Subjects	
All Students	594	398	67.0	10.9	58.2	24.2	6.1	28.3	0.8	6.9	0.0
Male	309	189	61.2	5.8	56.3	20.7	9.1	21.4	0.6	4.5	0.0
Female	284	209	73.6	16.5	60.6	28.2	2.8	35.9	1.1	9.5	0.0
High needs	153	59	38.6	3.3	34.0	5.2	4.6	5.9	0.7	2.6	0.0
English learner (EL)	4										
Students with disabilities	98	27	27.6	2.0	22.4	3.1	2.0	2.0	1.0	2.0	0.0
African American/Black	12	6	50.0	0.0	50.0	0.0	16.7	8.3	0.0	0.0	0.0
Asian	33	29	87.9	21.2	78.8	39.4	18.2	33.3	0.0	15.2	0.0
Hispanic or Latino	13	4	30.8	0.0	30.8	15.4	15.4	0.0	0.0	15.4	0.0
Multi-race, non-Hispanic or Latino	14	7	50.0	21.4	42.9	50.0	0.0	28.6	0.0	0.0	0.0
White	522	352	67.4	10.5	58.2	23.4	5.0	29.1	1.0	6.5	0.0
Low income	75	35	46.7	5.3	41.3	8.0	6.7	9.3	0.0	2.7	0.0

- *By the end of 2024-2025, using registration data for 2025-2026, increase enrollment in Innovation Pathways to 150 students with 80% continued engagement from students initially enrolled.*
  - **Baseline Data: There are currently 72 students enrolled in Innovation Pathways across our two pathways – Information (Digital Media and Computer Science) and Advanced Manufacturing (Engineering. We plan to hit our 150 student target by 2024-2025 by adding 25 students to each pathway each year.**



## READING PUBLIC SCHOOLS - SUPERINTENDENT GOALS JULY 2023 - JUNE 2025

**Goal 1 (Student Learning Goal):** Over the next two years, improve evidence of student learning, engagement, and achievement as follows:

- By the end of the 2023-2024 school year, with data provided to the district in September of 2024, meet **80%** of DESE-determined MCAS achievement and growth targets at school and district levels.
- By the end of 2024-2025, using registration data for 2025-2026, increase the planned participation rate in advanced coursework (AP and Dual-Enrollment) at RMHS by 10% for all students and 15% for each DESE-identified subgroup.
- By the end of 2024-2025, using registration data for 2025-2026, increase enrollment in Innovation Pathways to 150 students with 80% continued engagement from students initially enrolled.

*Aligned to Initiatives 1.5, 1.6, 2.2, 2.3, 2.4, 2.5, and 4.1 in RPS District Strategic Plan, Aligned to MA Superintendent Rubric 1A, 1B, 1C, 1F, 3A, 3D, and 4A*

### Key Actions

1. Key actions/activities towards this goal are outlined within **the** district strategic plan.

### Benchmarks

2. Analysis of progress toward MCAS (2023-2024) and advanced coursework (2024-2025) targets

**Goal 2 (District Improvement Goal): Secondary Math Pathways: Design and publish new secondary math pathways by January 1, 2024.** *Aligned to Initiative 2.3 in RPS District Strategic Plan, Aligned to MA Superintendent Rubric 1E, 3A, 3D, 4A, 4E*

### Key Actions

1. Launch **the** Community Math Pathways Committee by September 15, 2023 through an initial kickoff meeting.
2. Create **a** Committee of 15-20 members with representation from staff and community by September 20, 2023
3. Coordinate/facilitate **a** series of Math Pathways Committee meetings during September-November
4. Identify and provide opportunities for community input/feedback throughout the process
5. Finalize and publish **a** plan for future math pathways, based on recommendations from the Math Pathways Committee, by November 30, 2023
6. Ensure budget and staffing implications are addressed to enable **the** implementation of pathway recommendations

### Benchmarks

1. Present Math Pathways Committee recommendations and district pathways implementation plan to **the** School Committee during **the** November 30, 2023 meeting



2. Publish formal pathways updates to **the** district website, RPS budget book, RMHS Program of Studies, and all secondary handbooks by January 15, 2023

**Goal 3 (District Improvement Goal): Data: Develop data systems and practices to assess progress towards targets in **the** district strategic plan and drive district/school interventions and supports.** *Aligned to Initiatives 1.1, 1.2, 2.2, 2.5 in RPS District Strategic Plan, Aligned to MA Superintendent Rubric 1C, 1E, 2C, 2D, 4D*

#### Key Actions

1. Develop **a** central location for storing key student-level data (academic, social-emotional, discipline, attendance, student demographics) that enables flow in from various sources and organizes data for easy access and analysis by district and school leaders
2. Facilitate bi-weekly district data team (comprised of central office leadership, directors, and coordinators) that analyzes district and school data (academic, social-emotional, discipline, attendance) and develops district and school level interventions/supports
3. Facilitate bi-weekly District Leadership Team (comprised of central office leadership, directors, coordinator, principals, **and** team chairs) meetings that center around data analysis and action planning
4. **Prioritize, empower, and support the creation of a centralized, documented, repeatable, and executed process for conducting Early Literacy screenings, including the post-screening data-driven analysis, best-practice research for instructional supports, and family communication for students that register as “At Risk” on the screener in alignment with newly enacted regulation 603 CMR 28.03(f)**
3. Calibrate central office leaders on **the** process for collaborating and progress monitoring of activities and goals outlined in action plans (data cycles)
4. Create structure for school leader/central office collaboration and progress monitoring of school-level activities and goals outlined in action plans (data cycles)
5. Begin **a** process of developing a system to capture research and promising practice with the goal of institutionalizing district, school, and classroom-level action plans, interventions, and supports

#### Benchmarks

1. **Presentation of the Early Literacy process, documentation, and communication plan to the School Committee at the December 14, 2023 meeting (outcome)**
2. Development of a first iteration of a central location for storing key student-level data by June 1, 2024 and refined version (based on feedback from school/district leaders) by June 1, 2025 (outcome)
3. Analysis of agendas, protocols, and resources with a focus on the connection to student learning (process)
4. Analysis of statewide student growth measures, common assessment data, student work samples, and teacher instructional practice (outcome)
5. Development **of a** first iteration of **a** system to capture research and best practice by June 1, 2024 and an expanded version by June 1, 2025



**Goal 4 (District Improvement Goal): Coaching, Developing, and Supporting Principals. Continue implementation of a district strategy for coaching, supporting, and developing principal talent, including a clear focus on data-driven improvement. Aligned to Initiative 2.5 in RPS District Strategic Plan, Aligned to MA Superintendent Rubric 1B, 1E, 2B, and 4D**

#### Key Actions

1. Implement structures that reflect best practices for coaching, supporting, and developing principals that align **with the** Reading context.
2. Onboard school leaders with goals, rationale, and structures for district approach in coaching, supporting, and developing principal talent
3. Select focus area(s) for principal leadership (data-driven improvement) and align professional development, resources, and support to that focus area.
4. Develop and facilitate bi-weekly district data team meetings to support school leader improvements, interventions, and action plans
5. Consistently monitor progress and effectiveness to drive adjustments in strategy or approach
6. **Pilot structure to provide coaching, support, and development for new district assistant principals**

#### Benchmarks

1. Analysis of agendas, protocols, and resources with a focus on the connection to student learning (process)
2. Formative feedback through ongoing principal surveys addressing **the** impact of strategy on student learning (process)
3. Interviews with principals addressing **the** impact of strategy on student learning (process)
4. Analysis of statewide student growth measures, common assessment data, student work samples, and teacher instructional practice (outcome)

**Goal 5 (Professional Practice Goal): New Superintendent Induction Program. Develop skills in strategy development, data analysis, equity, and instructional leadership by actively engaging in the third year of the New Superintendent Induction Program. Aligned to MA Superintendent Rubric 4D**

#### Key Actions

1. Attend all required sessions.
2. Complete all NSIP assignments.
3. Meet with the assigned coach as assigned.

#### Benchmarks

1. Calendar documents attendance and contact with coach (process).
2. Verification from NSIP that **the S**uperintendent actively engaged in **the** third year of the program (process and outcome).





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

## READING SCHOOL COMMITTEE

Thomas Wise Chair  
Erin Gaffen Vice-Chair

Shawn Brandt  
Sarah McLaughlin  
Carla Nazzaro  
Charles Robinson

Thomas Milaschewski, Ed.D.  
Superintendent of Schools

TO: Reading School Committee  
FROM: Thomas Wise, Reading School Committee Chair  
DATE: September 12, 2023  
TOPIC: Focus Indicators for 2023-2025 Superintendent Goals

At our meeting next week, prior to finalizing the goals for Dr. Milaschewski, we will need to discuss the Focus Indicators to use for his Summative Evaluation in the late Spring/early Summer of 2025. Based on the [latest draft](#) of Dr. Milaschewski's goals and some of my analysis and alignment of them to the indicators, I have created the following chart that may help guide our discussion:

Standard	Focus Indicator	Goal 1 (Student Learning)	Goal 2 (District Improvement)	Goal 3 (District Improvement)	Goal 4 (District Improvement)	Goal 5 (Professional Practice)	Count
I: Instructional Leadership	I-A: Curriculum	X					1
I: Instructional Leadership	I-B: Instruction	X		X			2
I: Instructional Leadership	I-C: Assessment	X		?			2
I: Instructional Leadership	I-D: Evaluation						0
I: Instructional Leadership	I-E: Data-Informed Decision Making		X	X	X		3
I: Instructional Leadership	I-F: Student Learning	X					1
II: Management & Operations	II-A: Environment						0
II: Management & Operations	II-B: Human Resources Management and Development			X			1
II: Management & Operations	II-C: Scheduling and Management Information Systems			X			1
II: Management & Operations	II-D: Law, Ethics, and Policies						0
II: Management & Operations	II-E: Fiscal Systems						0
III: Family and Community Engagement	III-A: Engagement	X	X				2
III: Family and Community Engagement	III-B: Sharing Responsibility						0
III: Family and Community Engagement	III-C: Communication						0
III: Family and Community Engagement	III-D: Family Concerns	X	?				2
IV: Professional Culture	IV-A: Commitment to High Standards	X	X				2
IV: Professional Culture	IV-B: Cultural Proficiency						0
IV: Professional Culture	IV-C: Communication						0
IV: Professional Culture	IV-D: Continuous Learning			?	X		2
IV: Professional Culture	IV-E: Shared Vision		X			X	2
IV: Professional Culture	IV-F: Managing Conflict						0
	Count	7	5	4	4	1	12

As a key to the chart, the "X" is already specifically aligned by Dr. Milaschewski to the goal. The "?" comes from my second look at the goals aligned with the focus indicator definitions. We may or may not agree with the question marks or the Xs as a committee. The counts on the side and top are of any cell with a value. The count in the bottom corner is of any cell greater than zero in the column above it.

As a reminder, we can leverage the [DESE guide](#) on evaluating Superintendents to inform our discussion. That guide specifically recommends six to eight focus indicators. As you can see above, we have twelve that are aligned with the current goals, as written. Some, myself included, have asserted that we should evaluate Dr. Milaschewski on all the indicators as this review cycle will take him through his fourth year in the district. This wouldn't align with post-2019 DESE recommendations, but it would align with our past practice of evaluating experienced superintendents. Please be prepared to discuss the pros and cons of our different options, the corresponding vote aligned with that discussion, and the finalization of Dr. Milaschewski's goals.

Thank you.