

School Committee Meeting

November 23, 2020

Remote Open Meeting

7:00 p.m.



Town of Reading Meeting Posting with Agenda

Board - Committee - Commission - Council:

School Committee

Date: 2020-11-23

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
7:00 – 8:00 p.m.	B.	Old Business 1. Superintendent Search Process <ul style="list-style-type: none"> • Analyze focus group and survey responses • Approve qualifications and selection criteria • Review materials for advertising
8:00 p.m.	C.	Adjourn

**Times are approximate

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Reading Public Schools

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

TO: Reading School Committee

FROM: Chuck Robinson
Reading School Committee Chair

DATE: November 23, 2020

TOPIC: Superintendent Search

At our meeting this evening, the School Committee will review and analyze the focus group feedback, approve the qualifications and selection criteria and review the materials for advertising. I have attached copies of the focus group and survey results for your information.

If you have any questions please contact me.

Reading Superintendent Search Focus Group and Survey Summary

The Massachusetts Association of School Committees conducted a series of focus group meetings and an online survey with stakeholders in Reading to gain insight into concerns of educators, parents, citizens, and other interested persons for the superintendent selection process. Eleven (11) focus groups were scheduled between November 10 and November 19, and included sessions for the District Leadership Team, parents, staff, students and community members. The survey was available from November 6 to November 20. A total of 29 people attended the focus groups and there were 214 responses to the online survey. While participation in the focus groups was light, comments from those who attended were consistent with the comments and results from the online survey. Participants and respondents were asked to advise the school committee on areas of strength and areas of challenge in the district, as well as the qualifications, skills and attributes that the next superintendent should possess.

When respondents were asked what areas of strength in the district they wanted to preserve under new district leadership, and areas of challenge that a new leader would need to address and areas for future growth in the district, several themes emerged. These were not the only areas mentioned, but the ones that came through consistently in comments during the focus groups and on the survey.

Areas of Strength

Educators - Overall, the responses indicate a high level of respect and appreciation for the teaching staff. Parents consistently mentioned teachers as a strength, particularly at the elementary level and middle school levels. The adjectives “talented, dedicated, caring and engaged” were used frequently. In addition to teaching staff, principals and building leadership were regularly mentioned positively both by parents and teachers. Teachers cite a collaborative and collegial environment with their fellow educators as a strength of the district that is important to them.

Community – Many respondents cited a culture of community within the schools as an area of strength. Interestingly, parents strongly cited teachers as one of the main assets in the district. Teachers were more likely than parents to mention parent support as one of the strengths of the system. This seems to speak to the sense of community that exists to support students in their education.

Also under this heading, the support of the community-at-large for the needs of the schools was mentioned. In addition, the model of small neighborhood schools is viewed as a plus for the district.

Extracurricular Opportunities – Somewhat unique to Reading, the extracurricular opportunities for students was frequently mentioned when asked about the strengths of the district. People see the opportunities for students in athletics, fine arts and science extra-curriculars as enhancing the educational experience of students.

Communication – Particularly in the current environment, respondents expressed appreciation for ongoing communication from the school district to keep parents and the community informed.

Areas of Challenge and Areas for Growth

Diversity, Equity and Inclusion – This topic bridges both the areas of strength and the areas of challenge. There is a recognition that the district is beginning to address these issues. However, more strongly, there is a sense that additional work needs to be done, with the potential for positive outcomes for the schools and the community. When asked about areas for growth, this area was the strongest thread. People see the opportunity to increase the diversity of the teaching staff, to focus on a curriculum that teaches equity and diversity and to create an environment that is welcoming and supportive of diversity.

Budget – Budget challenges, and the impact of those challenges was frequently mentioned. As a result of tight budgets, Reading's salary scale for teachers is lower than in other area communities, making it more difficult to retain well-qualified teachers over time. In addition, the district does not offer a tuition-free full-day kindergarten program. The challenge of maintaining adequate technology, in light of funding challenges, was frequently mentioned as well. Of course, in considering future areas for growth, items such as offering tuition-free full-day kindergarten and addressing technology issues were mentioned as areas that should be addressed.

Space – Respondents noted that space needs is a developing issue, given new housing development in town which will impact the student population. In addition, an increase in student population puts pressure on maintaining current class sizes and on other district resources.

Academics – A notable number of respondents pointed to academics is an area of concern. Those that commented felt that academic results were slipping and are not currently as strong as they have been in the past. In various responses that pointed to curriculum issues, no one particular area surfaced, although several were mentioned. Overall, there seems to be a perception that the curriculum could be strengthened, resulting in better academic outcomes.

A number of respondents pointed to the need to recover from the impact that the pandemic and school closures have had on academics and the education of students. In looking to future areas for growth, respondents expressed that the experience of education during the pandemic potentially opens some possibilities to use technology differently for teaching and learning. They noted that a future area to address could be to identify any successful practices employed in the current environment that could be continued in future teaching and learning.

The Next Educational Leader

Participants in the focus groups and survey respondents were asked about the experience, skills, expertise and attributes that would make the next educational leader in Reading successful. The various feedback is summarized below.

The next educational leader of the Reading Public Schools should possess a leadership style that is inclusive and collaborative; a leader who can listen equally to all voices and ensure that all opinions are heard, respected and included in decision-making. Further, respondents desire a leader who can develop a strong leadership team in the district, and can support, empower and trust the team to carry out its responsibilities.

Of course, being a strong communicator is an important attribute for any leader of a school district. In addition to the communications skills inherent in the leadership style describe above, the next leader should maintain visibility with parents, staff and the community.

Very clearly, respondents put prime importance on the next leader having a strong educational background. Experience as a superintendent, assistant superintendent, building principal and teacher clearly topped the list of experience that respondents identify as important. In focus group discussions it was also clear that teaching experience is of particular importance to the educators in the district. People are also looking for someone who has a history of longevity in positions, staying long enough to thoroughly learn a position.

The emphasis on a strong educational leader is also apparent in the skill set and attributes sought in the next leader. Expertise in goal setting, planning and implementation were strongly viewed as having above average importance, as well as in curriculum development and evaluation. The ability to understand and recognize good teaching was also of primary importance. Not surprisingly, given the budget challenges that respondents articulated, expertise in the area of budget development and management is also high on the list.

When asked whether the next leader of the district should continue on the current path, but seek necessary improvements, or go in a different direction, respondents were nearly evenly split between the two choices. (Only a small percentage chose continue on the current path without change.) However, in the answers given for each of the choices had significant overlap. Broadly, people see aspects of the district that are functioning well, but also see areas that could be improved. Addressing issues of diversity was one area that was frequently mentioned. As indicated previously, addressing academic performance and curriculum was also a theme. For those that leaned toward going in a different direction, the possibility of a leader from outside the district who could bring a new perspective was some of the rationale for the choice.

Based on the feedback from the focus groups and survey, the School Committee may consider including the following criteria in selecting the next leader of Reading Public School District:

Suggested 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.

Suggested Selection Criteria:

The successful candidate will demonstrate:

A collaborative leadership style with the ability to develop and lead a successful administrative team;

A commitment to supporting and promoting diversity and equity;

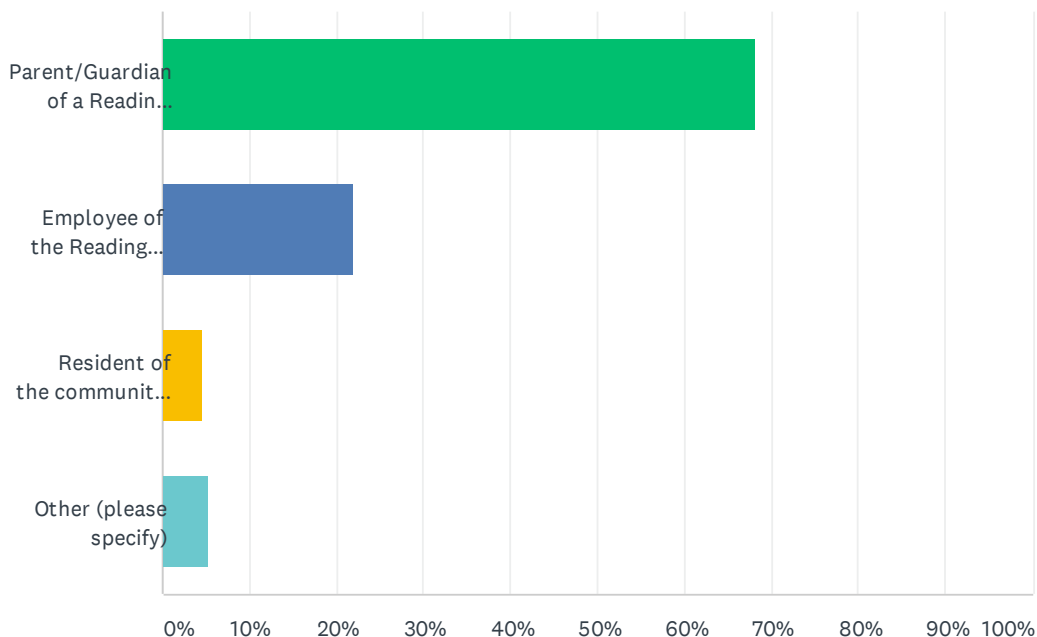
Proven effectiveness in goal-setting, planning and budget development.

An understanding and recognition of good teaching;

Success in improving and maintaining high academic performance.

Q1 Please select the category that best describes you

Answered: 214 Skipped: 0



ANSWER CHOICES	RESPONSES	
Parent/Guardian of a Reading Public Schools student(s)	68.22%	146
Employee of the Reading Public Schools	21.96%	47
Resident of the community without children enrolled in the Reading Public Schools	4.67%	10
Other (please specify)	5.14%	11
TOTAL		214

#	OTHER (PLEASE SPECIFY)	DATE
1	Student	11/15/2020 11:10 AM
2	retired RPS teacher	11/12/2020 3:29 PM
3	Alumnus of Reading Public Schools	11/12/2020 2:53 PM
4	Student	11/11/2020 5:59 PM
5	Student	11/11/2020 3:31 PM
6	student	11/11/2020 12:48 PM
7	high school student	11/11/2020 12:00 PM
8	Parent of children in out-of-district placements	11/9/2020 11:06 AM
9	Former employee and parent of former reading students	11/6/2020 2:59 PM
10	Both parent of student and employee	11/6/2020 1:16 PM
11	Child will be enrolled next school year in K.	11/6/2020 10:09 AM

Q2 In your view, what are the strengths of the Reading Public Schools?

Answered: 201 Skipped: 13

Reading Superintendent Search Survey

#	RESPONSES	DATE
1	Not many and decreasing every year. That said, some of the teachers really do try despite poor leadership from the superintendent.	11/19/2020 4:33 PM
2	Commitment to serving our students.	11/19/2020 10:05 AM
3	Elementary school teachers, 6 th grade middle school model and teams that are rockstars at transitioning kids from elementary to middle, use of technology in lower grades	11/18/2020 9:32 PM
4	Focus On synchronous learning Engaged community	11/18/2020 5:04 PM
5	Not sure yet	11/17/2020 9:05 PM
6	Metco program, reading and writing, teaching respect and empathy for others.	11/17/2020 9:02 PM
7	Good listener, transparent, visible in the school community	11/17/2020 7:36 PM
8	Professional development, high qualification requirements of staff, increased focus on social-emotional support, benefits	11/17/2020 7:07 PM
9	The dedicated staff	11/17/2020 6:29 PM
10	Great teachers, incision programs, and communication	11/17/2020 5:04 PM
11	sadly, none	11/17/2020 2:00 PM
12	Interaction with the community	11/16/2020 9:47 PM
13	focus on social-emotional development, use of the Open Circle and Responsive Classroom curricula	11/16/2020 7:13 PM
14	Social/emotional edication.	11/16/2020 7:06 PM
15	The teachers are engaged, caring, and innovative.	11/16/2020 5:57 PM
16	Good teachers, strong arts program, neighborhood schools, engaged parents,	11/16/2020 5:17 PM
17	K-5 "Neighborhood" school structure, dedicated teachers	11/16/2020 3:27 PM
18	Not many.	11/16/2020 2:39 PM
19	Transparency	11/16/2020 2:03 PM
20	Great sense of community, strong athletic program, some extremely highly qualified teachers	11/16/2020 1:19 PM
21	The teachers and ability to walk to school	11/16/2020 1:07 PM
22	The education it provides	11/16/2020 12:41 PM
23	Parent involvement; high expectations for student outcomes from parents, students, and staff; commitment of staff; access to high quality curriculum resources in some areas and working to improve	11/16/2020 12:14 PM
24	The teachers are amazing. My kids go to Killam and each teacher has been wonderful.	11/16/2020 12:12 PM
25	Great sense of community, strong athletic program, some extremely highly qualified teachers	11/16/2020 12:10 PM
26	Knowledgeable, kind teachers (elementary perspective)	11/16/2020 12:06 PM
27	Nice facilities and great staff	11/16/2020 11:51 AM
28	Our extremely dedicated teachers. While I think all of our schools are great, our middle schools in particular are incredible - the administrators set an amazing tone of care and developmentally appropriate approach for the students.	11/16/2020 11:50 AM
29	Strong teachers who are dedicated	11/16/2020 11:47 AM
30	Engaged parents, Great community feel, great teachers, Small class sizes, good reputation (however this has gone down dramatically),	11/16/2020 11:47 AM
31	Community. Great teachers!	11/16/2020 11:40 AM
32	They are built around community and the needs of the students	11/16/2020 11:39 AM

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33	Strong community	11/16/2020 10:53 AM
34	Visible leadership, respects, communication, teamwork, caring, involvement	11/16/2020 6:25 AM
35	Elementary and Middle School teachers and staff.	11/15/2020 10:14 PM
36	extracurricular opportunities (e.g., Lego League, drama at middle/high, robotics, math team, music); faculty at the middle school level; elementary schools develop love for learning; access to technology	11/15/2020 12:01 PM
37	It has a strong group of teachers. It has committed parents.	11/15/2020 6:37 AM
38	The teachers	11/14/2020 7:20 AM
39	PD opportunities and the passion of teachers in the district	11/13/2020 2:57 PM
40	The educators, the families, available technology	11/13/2020 10:06 AM
41	The teachers are very dedicated to the students and the spirit of volunteerism is strong.	11/12/2020 10:49 PM
42	Teachers who are dedicated to their students and schools. Most parents are very involved in their children's education.	11/12/2020 7:12 PM
43	Teachers and most parents	11/12/2020 5:38 PM
44	Strong community and some very good teachers.	11/12/2020 5:25 PM
45	The teachers and administration are deeply invested in the students and the community as a whole	11/12/2020 4:47 PM
46	Tradition of strong support for schools, a belief in what it means to get an education from Reading Public Schools. The community cares.	11/12/2020 3:48 PM
47	Academic Rigor Dedicated Teaching Staff Supportive Community	11/12/2020 3:32 PM
48	Teaching staff commitment Work ethic	11/12/2020 3:29 PM
49	Good athletics, decent math and English classes, overall strong curriculum	11/12/2020 2:53 PM
50	Quality staff Athletic programs	11/12/2020 1:29 PM
51	The teachers we've encountered thus far have been amazing. They are dedicated to the students and want them to learn.	11/12/2020 10:04 AM
52	The current SPED Director. The Middle School model. Coolidge Middle School.	11/11/2020 11:41 PM
53	They have a lot of extra-curricular activities	11/11/2020 5:59 PM
54	Committed and professional teaching staff.	11/11/2020 5:41 PM
55	Neighborhood schools - Sense of community cultivated as a result Dedicated & passionate teachers Drama & Music departments	11/11/2020 5:40 PM
56	Professional Staff, community engagement	11/11/2020 5:15 PM
57	Good community	11/11/2020 3:41 PM
58	They offer a wide range of classes for students of different ability, and offer very high level classes to students who wish to take them	11/11/2020 3:31 PM
59	Balanced education with academic strength, but we've seen our academics falling behind over the years.	11/11/2020 1:05 PM
60	broad general education and strong electives that allow kids to explore interests in specific areas	11/11/2020 12:48 PM
61	Professional Staff, community engagement	11/11/2020 12:46 PM
62	Teachers	11/11/2020 12:02 PM
63	Ms. Theriault, Vice Principal cares and supports both her student[s] and parents. Coach Craig Murphy as an all inclusive coach.... making the wrestling team a place for anyone that wishes to participate become a member of the team... Mr. Kennedy, guidance counselor and the guidance team at RMHS show that they care and support all by making themselves available	11/11/2020 12:01 PM

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and offering honest advice and suggestions for their students to be successful. That Reading is a close knit community, however with the over development and rising population, that may change. Ms. Scouten, RMHS office administrator is the face of the high school, first person many meet when they enter the building and she is always welcoming and supportive to all.

64	pretty good education, some good high school sport teams, nice teachers	11/11/2020 12:00 PM
65	Many of the teachers are amazing .	11/11/2020 7:17 AM
66	Professional Staff, community engagement	11/11/2020 12:59 AM
67	No idea nothing to compare it to	11/10/2020 9:21 PM
68	The arts program, at elementary level the individual learning	11/10/2020 8:47 PM
69	Administration does a lot with less money than neighboring towns. Most teachers are excellent.	11/10/2020 8:12 PM
70	Community focus. Strong and caring teachers.	11/10/2020 7:26 PM
71	For kids without learning issues the system is satisfactory.	11/10/2020 7:20 PM
72	Good teachers. Good reputation. Rigor of curriculum.	11/10/2020 6:23 PM
73	Reputation, athletics. Moved here for the academics, but feel those are falling behind.	11/10/2020 6:12 PM
74	Some teachers are highly dedicated to their students/families.	11/10/2020 5:31 PM
75	Strong academics. Committed to student success and helping all learners. Strong support from community.	11/10/2020 4:55 PM
76	in past years it was a high commitment to the students, in the last few years it seemed decisions are made arbitrary. Teacher were committed and students were not pushed through from grade to grade as they are now	11/10/2020 4:37 PM
77	Teachers	11/10/2020 4:32 PM
78	Building principals and pre-school director. Family involvement in schools.	11/10/2020 4:12 PM
79	Strong academics and parent involvement	11/10/2020 4:05 PM
80	Communication. During these times communication has been vital.	11/10/2020 12:44 PM
81	The education	11/10/2020 11:11 AM
82	Independent leadership across school buildings, fortitude and resilience of building leaders and teachers.	11/10/2020 10:46 AM
83	A strong teaching and support staff, good family and community support, and an ability to grow.	11/10/2020 9:44 AM
84	1. Academic quality 2. Engagement of teaching and learning 3. Availability of resources for students	11/9/2020 11:46 PM
85	Limited strengths...to be very honest. I suppose it's a safe school system but academically average to below	11/9/2020 9:32 PM
86	Relatively small, neighborhood schools. School leadership. With some exceptions, there is a solid core of teachers who have been in Reading for some time and are a value to the schools where they teach.	11/9/2020 9:18 PM
87	Excellent teachers, highly involved and enthusiastic parents, and most importantly: highly involved and enthusiastic students.	11/9/2020 8:50 PM
88	Community schools. Rigor available if wanted.	11/9/2020 8:28 PM
89	Neighborhood schools, strong academic ratings and high graduation and matriculation rates.	11/9/2020 8:09 PM
90	curriculum development and implementation, strong teaching and support staff, strong social and emotional development resources for students, strong communication between elementary school principals and parents.	11/9/2020 7:19 PM
91	The parents really care.	11/9/2020 6:09 PM

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92	The staff collaboration.	11/9/2020 4:37 PM
93	Reputational	11/9/2020 4:07 PM
94	I have always felt unafraid to take a risk here in Reading as Dr. Doherty has always encouraged us to try new things. I also feel that Reading prioritizes the social emotional learning of students and an equity and anti-racist culture.	11/9/2020 3:39 PM
95	Current central office team, with the exception of the current superintendent. He is toxic.	11/9/2020 3:34 PM
96	We have some incredible strength and talent in our teachers and administrators. We have some strong academic programming. We have involved families.	11/9/2020 3:22 PM
97	Most of the teachers	11/9/2020 3:03 PM
98	The teachers, the community	11/9/2020 1:39 PM
99	The teachers	11/9/2020 1:30 PM
100	Committed teachers. We were within the top 40 schools in MA when I moved here 19 years ago and have declined since so I cannot identify what else is a strength right now	11/9/2020 12:42 PM
101	We have many qualified and dedicated teachers. There are also many wonderful tutors and para-educators, many of whom are teachers.	11/9/2020 12:38 PM
102	Relatively small schools and district, tradition of excellence, dedicated staff	11/9/2020 12:26 PM
103	My view is the Reading school system has been going down hill for awhile, yet they keep asking for more and more money with no improvement.	11/9/2020 11:35 AM
104	RPS seems to provide an adequate education to children who do not have any special circumstances or needs.	11/9/2020 11:06 AM
105	Access to technology. Good focus on special needs.	11/9/2020 10:48 AM
106	Excellent teachers	11/9/2020 10:40 AM
107	Historic reputation for being "good schools" adds to the appeal of the community at large.	11/9/2020 9:48 AM
108	Teachers	11/9/2020 8:53 AM
109	We've had an amazing experience with most of the teachers our child has worked with. You can tell how much they care about their students.	11/9/2020 6:58 AM
110	Strong Community Support Excellent Teachers	11/8/2020 9:03 PM
111	Neighborhood elementary schools	11/8/2020 8:38 PM
112	teacher quality, COVID response	11/8/2020 2:19 PM
113	Professional, hard-working staff and families committed to education	11/8/2020 10:31 AM
114	Teachers.	11/8/2020 8:13 AM
115	I have mostly been pleased with the quality, education, and patience of the teachers, especially in elementary school.	11/8/2020 12:14 AM
116	The elementary schools.	11/7/2020 7:20 PM
117	They send weekly updates.	11/7/2020 6:51 PM
118	Curriculum	11/7/2020 4:14 PM
119	I think they are comparable or slightly better than neighboring communities	11/7/2020 1:46 PM
120	Transparency, collaboration, respect, fairness, maturity, value placed on education.	11/7/2020 1:22 PM
121	Academic achievement; focus on social/emotional health of students; strong athletics and extracurriculars; small class sizes at the elementary school; middle school team model; wide variety of classes offered at RMHS	11/7/2020 11:44 AM
122	Strong community	11/7/2020 10:58 AM
123	Talented, dedicated staff; excellent support in Connections program (Birch); outstanding	11/7/2020 10:37 AM

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	preschool program; commitment to providing diversity and equity in curriculum.	
124	Compassion for students and education.	11/7/2020 9:47 AM
125	Community, educators	11/7/2020 9:16 AM
126	Partnering with, listening to, and supporting SEPAC; and evaluating pre-k aged children and supporting them with appropriate services	11/7/2020 8:18 AM
127	High level courses at high school, caring teachers, commitment to the arts, music, drama	11/7/2020 7:13 AM
128	Dedicated teachers and administrators	11/7/2020 6:44 AM
129	Strong Arts program	11/7/2020 2:43 AM
130	Well organized	11/6/2020 11:23 PM
131	Knowledgeable and dedicated staff, high level of parent engagement	11/6/2020 10:56 PM
132	At the moment, I don't see any strengths of RPS	11/6/2020 10:14 PM
133	staff dedication a certain amount of autonomy at each school admin support community support (at our school)	11/6/2020 9:09 PM
134	Talented, dedicated and generous teachers Many supportive families More/ better resources than many districts	11/6/2020 8:29 PM
135	They send weekly updates.	11/6/2020 6:07 PM
136	Devoted, student-centered educators	11/6/2020 4:36 PM
137	- Majority of teachers - Involved/engaged parents - Strong extracurricular programs at HS-- varied options	11/6/2020 4:15 PM
138	average to surrounding schools - no outstanding strength	11/6/2020 4:12 PM
139	Staff and some admin.	11/6/2020 4:03 PM
140	Passionate teachers	11/6/2020 3:44 PM
141	Strong community based secondary education programs	11/6/2020 3:10 PM
142	Sad that I can't even think of a strength at this point.	11/6/2020 2:59 PM
143	A highly dedicated staff who care deeply about their students.	11/6/2020 2:23 PM
144	Strength of curriculum	11/6/2020 2:13 PM
145	- Staff who are supportive of each other - Staff desire to grow professionally - Mostly happy students - Quality curriculum	11/6/2020 2:06 PM
146	The desire for community members/parents to become involved in building a stronger school system. I believe Reading is a community that is invested in its education system.	11/6/2020 2:01 PM
147	The teachers and staff	11/6/2020 1:47 PM
148	Resources, special ed, extra curricular	11/6/2020 1:41 PM
149	The teachers are invested in our children, academically, mentally and socially. They are the heart of the school system and it's ability to be successful, despite them being one of the lowest paid teachers in the state.	11/6/2020 1:38 PM
150	dedicated teachers and love of community	11/6/2020 1:27 PM
151	The employees collaborate and work together for the best of the students. Balancing state initiatives and the reality of the day to day work. Recently the communication and developments.	11/6/2020 1:16 PM
152	Communication with families, offering a well rounded, comprehensive program for academics, music/performance/arts, and athletics.	11/6/2020 1:02 PM
153	Innovative learning environment	11/6/2020 12:57 PM
154	the teachers and the curriculum	11/6/2020 12:46 PM

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155	Collaboration across schools and disciplines to best support all students	11/6/2020 12:07 PM
156	Good curriculum, great teachers, solid principals	11/6/2020 12:05 PM
157	They are highly communicative with the families.	11/6/2020 12:01 PM
158	Parker Middle School	11/6/2020 12:00 PM
159	It's Teachers and para's	11/6/2020 11:48 AM
160	The talent, flexibility, integrity and kindness of its teaching staff as well as the district's willingness to evolve as time and circumstances dictate are two of the Reading Public Schools main strengths in my view.	11/6/2020 11:37 AM
161	Engaged community, (mostly) strong principals, invested teachers.	11/6/2020 11:25 AM
162	Communication, commitment to educating each child, strong teachers	11/6/2020 11:16 AM
163	Principal leadership, special education	11/6/2020 11:14 AM
164	The friendly, and caring, keeping up with current educational and social concerns	11/6/2020 11:05 AM
165	Reading is a wealthy town so the schools have lots of resources to use. The teachers seem well qualified and good at their jobs. The current superintendent is fabulous and has done a great job at keeping the town updated during COVID. The teachers and admin are doing a good job with the pandemic in general.	11/6/2020 10:57 AM
166	Guidance at RMHS does a nice job. Mr. Sacco is an incredible asset.	11/6/2020 10:55 AM
167	community and parent involvement, academics, music and drama programs, extra-curricular programs, athletic programs	11/6/2020 10:45 AM
168	Quality of educators	11/6/2020 10:41 AM
169	The Reading Public Schools offers a variety of services designed to support students of varying needs. A student's social/emotional health is given primary focus because social/emotional security is necessary in order for instruction to be successful.	11/6/2020 10:40 AM
170	The commitment of staff and administrators to enhance the educational experience for all students despite the adversity of COVID and parent challenges. RPS educators will always rise to the occasion.	11/6/2020 10:30 AM
171	Special ed programs at the elementary and middle school level, strong middle school and high school leadership, dedicated and experienced teachers at the middle school and high school levels	11/6/2020 10:28 AM
172	Strong planning, cohesive message, school spirit.	11/6/2020 10:25 AM
173	Teachers who want to do what's best for kids	11/6/2020 10:25 AM
174	Holds on to academic standards; Communicates regularly; Seeks parent feedback	11/6/2020 10:22 AM
175	We have great teachers and we care deeply for our students.	11/6/2020 10:20 AM
176	It's Teachers and para's	11/6/2020 10:20 AM
177	Nice buildings	11/6/2020 10:19 AM
178	Strong parental and community involvement.	11/6/2020 10:15 AM
179	The teachers & staff	11/6/2020 10:14 AM
180	Very open communicating the whole COVID process and how the schools operate. Very community oriented.	11/6/2020 10:09 AM
181	Strong Family input and support, teaching staff	11/6/2020 10:05 AM
182	The biggest strength is the faculty at the high school. Very knowledgeable and caring teachers.	11/6/2020 10:03 AM
183	The majority of the teachers are dedicated teachers who strive to provide the best education possible for our students.	11/6/2020 9:56 AM
184	Great teachers and involved parent me who care	11/6/2020 9:53 AM

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185	Pride in our school district is at an all time low. We need leaders to commit to what matters in education- accountability, humanity and achievement.	11/6/2020 9:51 AM
186	the community support	11/6/2020 9:51 AM
187	Not so many	11/6/2020 9:50 AM
188	Some teachers and community support	11/6/2020 9:49 AM
189	Test scores, smaller class sizes	11/6/2020 9:46 AM
190	Rigorous education.	11/6/2020 9:43 AM
191	Staff and its administration are great.	11/6/2020 9:40 AM
192	I'm struggling to answer this. The past 7 months have been reactive or poor decision making at best. Teachers are doing their best under inadequate leadership. Maybe teacher some teachers commitment	11/6/2020 9:27 AM
193	High expectations of students, teachers, and faculty. Organized.	11/6/2020 9:25 AM
194	Some teachers are excellent teachers and some are extremely bad and need to go!!!!	11/6/2020 9:24 AM
195	Small "feel" of our schools. Strong community involvement/engagement.	11/6/2020 9:21 AM
196	Strong community support, great teachers	11/6/2020 9:15 AM
197	Great teachers, solid curriculum	11/6/2020 9:11 AM
198	Reading has some great principals and some schools that are in good physical shape.	11/6/2020 9:10 AM
199	Elementary Schools	11/6/2020 9:01 AM
200	The teachers, not the administration	11/6/2020 9:00 AM
201	curriculum; educators;	11/6/2020 8:56 AM

Q3 From your perspective, what challenges do you think the Reading Public Schools will face over the next five years?

Answered: 207 Skipped: 7

Reading Superintendent Search Survey

#	RESPONSES	DATE
1	1) Fiscal issues - The town is predominantly funded by personal real estate tax. The taxes are already extremely high for a school system that falls down the list of best schools each year. People are not going to be willing to pay this tax rate much longer for a school system that is mediocre at best. 2) More low income housing coming online means more students with less support at home, which will likely impact the mcas scores and our ranking. 3) The spending on special needs students at the expense of the majority. My personal belief is that we have too many specialists for students without real needs.	11/19/2020 4:33 PM
2	-Finding a leader who can balance learning and listening with creating their own vision and truly moving us forward. -Finding a leader who is respected by the community and who can get community/ school committee support for his/her vision rather than have the vision be driven by the community and school committee. -Equity/ anti-racism: ensuring we become a community that embraces all and that this shines, and is then a community that draws in more diversity.	11/19/2020 10:05 AM
3	Replacing talented educators who have left for other districts particularly at RMHS, retaining teachers particularly at RMHS. There has been enormous turnover in last 3 years. Rebuilding the confidence of the parent community.	11/18/2020 9:32 PM
4	Having a new leader in new superintendent Retaining staff and training new staff. There seems to be more turnover in both staff and administration in Reading schools than in other similar and neighboring communities	11/18/2020 5:04 PM
5	Continued political pressure from RTA that does not put needs of students first	11/17/2020 9:05 PM
6	Finances, cultural shifts, resistance to testing.	11/17/2020 9:02 PM
7	Spacing issues, staffing issues	11/17/2020 7:36 PM
8	Gaining trust of parents, demonstrating sufficient transparency, establishing relationships with new employees, doing a better job at making school policies and opportunities for students per level more equitable from school to school	11/17/2020 7:07 PM
9	Overcoming the pandemic and helping families transition through this, getting up to speed with technology, funding for the arts	11/17/2020 6:29 PM
10	Staff shortage due to lower compensation than other communities.	11/17/2020 5:04 PM
11	Attracting/maintaining QUALIFIED teachers and para teachers	11/17/2020 2:00 PM
12	Overcrowding in schools, hiring and keeping good teachers	11/16/2020 9:47 PM
13	Confronting racism and truly developing an inclusive, anti-bias and anti-racist educational approach. Focusing more on creative, interdisciplinary, project-based curricula that engage children in working for social justice	11/16/2020 7:13 PM
14	Overcoming the shortfalls of how Readong disabilities were identified and how the children with reading disabilities were instructed.	11/16/2020 7:06 PM
15	The schools need creative solutions to catch students up after the pandemic and address the increasing inequality that this crisis has created.	11/16/2020 5:57 PM
16	RPS is still trying to make of for 5+ years of poor curriculum cohesion, weak implementation of new math and science state frameworks, too much teaching to the bottom and not enough attention paid to the middle, not enough differentiation or challenges for gifted students until gr. 8. Too much growth in special ed programs consuming increasing space at the schools - we must provide the services, but is our model of doins so sustainable and providing the best services to students? It has created a false "space shortage" requiring new building construction in the face of significantly declining enrollment as compared to past. I also think that there is too much difference between the quality of teaching in the elementary schools and this greatly impacts the middle schools.	11/16/2020 5:17 PM
17	Making sure funding matches potential increased enrollment from higher-density housing developments, Long-term building/space concerns (and addressing these needs without cheap quick-fix modulars) Adapting curriculum to match 21st century needs and challenges	11/16/2020 3:27 PM
18	Communication, racism, the school officials turning the other way went sexual harassment happens.	11/16/2020 2:39 PM

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19	Lots of focus on special needs students, but shouldn't be at the expense of the high performing/Honor Roll students	11/16/2020 2:03 PM
20	There isn't a focus on academics or test scores. Under the current superintendent we have dramatically fallen behind our surrounding school districts to the point that my oldest child is on a waitlist at a private school. We are holding on to hope that we can turn things around for my younger children.	11/16/2020 1:19 PM
21	Overcrowding in certain schools and the upkeep of technology. Reliable wifi is needed.	11/16/2020 1:07 PM
22	Diversity as it relates to racism and inequality, accurate education and facts as it relates to history, and employing a more diverse staff throughout the district.	11/16/2020 12:41 PM
23	Getting flagged for lack of consistency. Continuing to lose staff for not supporting them properly or listening to them (at a higher level).	11/16/2020 12:27 PM
24	shifting community values to a less biased viewpoint; changing "Reading Rant" culture on social media in the community by encouraging families to communicate with teachers directly and vice versa; continue to invest in high quality curriculum materials; analyze student performance data and use results to drive instruction; give teachers more collaborative time with colleagues; reconsider job descriptions of some key positions, such as RMHS department heads, to ensure equity and enable staff to meet goals; determining how to offer students remediation to prepare for MCAS retests	11/16/2020 12:14 PM
25	The population growth. We have so many more people moving into town and we need to accommodate the number of students that will be in the schools.	11/16/2020 12:12 PM
26	There isn't a focus on academics or test scores. Under the current superintendent we have dramatically fallen behind our surrounding school districts to the point that my oldest child is on a waitlist at a private school. We are holding on to hope that we can turn things around for my younger children.	11/16/2020 12:10 PM
27	More students coming in with the new housing - headcount per class will need to be looked (not having too large classes), technology has to be maintained	11/16/2020 12:06 PM
28	Budget. I feel like it is a town issue overall. There has been mismanagement of funds for many, many years now in this town. Ultimately, I feel this is why we cannot hand on to those exceptional staff members	11/16/2020 11:51 AM
29	Increased scrutiny from conservative minded parents. We need to be rethinking what education looks like and that is going to be a hard sell to some in our community.	11/16/2020 11:50 AM
30	Racial equity issues, underfunding in general, Covid response being terrible	11/16/2020 11:47 AM
31	Staffing and Staying AHEAD of curve. We have been very slow to adopt any changes and unwilling to get creative and lean on teachers for what they think is the best ideas and changes. The teacher know more than anyone what we need to implement and are never really listened too. I am sad to see the tutors not be available in elementary to challenge those who are ahead in reading and math and to help those that need it. Being able to work in small groups at the same level is critical to get kids to love school and sharpen skills. I am concerned about math and science paths for older grades, the availability of AP classes in high school, lack of funds that allow for extra curricular programs like the apple program that was taken away in elementary school. I think it is a big miss to not offer foreign language in elementary school and only in highschool/late middle school when it is too late to really learn them.	11/16/2020 11:47 AM
32	Funding. Teacher retention	11/16/2020 11:40 AM
33	Recovering from the impacts of COVID and how it affects the students. Growing number of children with special needs	11/16/2020 11:39 AM
34	Technology. Teacher retention. Funds.	11/16/2020 10:53 AM
35	Finding a replacement to meet the caliber of character, moral compass, leadership and understanding of our community as Dr Doherty has	11/16/2020 6:25 AM
36	Attracting higher quality teachers at the high school level.	11/15/2020 10:14 PM
37	maintaining high quality staff; funding needed technology; maintaining high quality education given the pandemic which we will feel effects for several years.	11/15/2020 12:01 PM

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38	I think that fazing back into school over the next months after the virus is no longer a problem will not be easy.	11/15/2020 11:10 AM
39	I think all school districts in Ma will face budget issues. Special Education is out of control-too many parents requesting it for mild issues. This will be a problem due to the pandemic as well.	11/15/2020 6:37 AM
40	Funding	11/14/2020 7:20 AM
41	teacher and para staff retention	11/13/2020 2:57 PM
42	Obviously covid, the district does not pay well, demands are great on teachers causing turnover in staff, also turnover in admin, some admin lacks experience/poor leadership,	11/13/2020 10:06 AM
43	Space for students, a competitive special education offering of services to accommodate students in-district, recovery from COVID and budget challenges.	11/12/2020 10:49 PM
44	We have faced many roadblocks about equity and diversity. It needs to be a priority to hire a superintendent who is willing to be antiracist and push an antiracist agenda so that all of our students feel not only welcome but supported. We also are losing teachers due to the salary scale. Based on nearby towns we have watched good, qualified, hard working teachers leave because they can make a more fair salary in a different district. The salary also makes it difficult to recruit qualified teachers, particularly science teachers and teachers of color. We also have a very loud, although small, contingent of parents who are angry that we are increasing our equity and diversity work. We need a superintendent who can clearly communicate the necessity for this work to the community to alleviate their concerns.	11/12/2020 7:12 PM
45	Budget shortfalls, staff turnover	11/12/2020 5:38 PM
46	Changing demographics in the community, increased focus on 21st century skills (technology uses), funding challenges from state and feds.	11/12/2020 5:25 PM
47	Attracting and maintaining staff	11/12/2020 4:47 PM
48	Growing diversity and socio-economic inequity. Increased attention to social justice issues and increased focus on long-standing inequities in the community and schools.	11/12/2020 3:48 PM
49	Access to Funding and Resources Staff/Admin Turnover Social/Emotional Health of Students	11/12/2020 3:32 PM
50	Retaining staff Space needs Providing adaptations to changing situations as they arise	11/12/2020 3:29 PM
51	More students in the community, budget cuts	11/12/2020 2:53 PM
52	Covid-19 After effects Budget Quality faculty hiring Facility upgrading	11/12/2020 1:29 PM
53	The RTA needs to relax when it comes to teaching students in person during the pandemic. This pandemic is not going away for at least 3 years. Student CANNOT be taught in a hybrid model for the next 3 years. They are already behind. They need to realize that students can be full time in person sitting 3 feet apart just as they have done successfully in other countries and at private schools. COVID gets transmitted outside of school when these kids are not supervised. If students are not back in school full time, even this year, parents will not support the schools if they need an override.	11/12/2020 10:04 AM
54	Consistency across schools at the Elementary and Middle School levels. Strengthening the High School course offerings.	11/11/2020 11:41 PM
55	Fixing the curriculum/how things are taught - it's kind of a mess	11/11/2020 5:59 PM
56	Providing a safe learning environment.	11/11/2020 5:41 PM
57	Funding challenges related to the pandemic & resulting economic crisis Helping students catch up on instructional gaps from the spring of 2020 and the 2020-21 school year Possibly - Growing enrollment from new construction projects in town - larger condo & apartment complexes	11/11/2020 5:40 PM
58	Continued challenges with technology/remote learning, equity, need to update buildings	11/11/2020 5:15 PM
59	Cases of coronavirus and hybrid learning.	11/11/2020 3:41 PM
60	Restore the confidence on the reading public school system; maintain the focus of building strong foundations of skills for our children to succeed in a very complex society.	11/11/2020 1:05 PM

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61	lack of education about politics and history of marginalized groups	11/11/2020 12:48 PM
62	Continued challenges with technology/remote learning, equity, need to update buildings	11/11/2020 12:46 PM
63	Teachers coming back due to covid! Keeping up with curriculum in part due to covid and in the meantime the current curriculum standards	11/11/2020 12:02 PM
64	once believed that teachers were service workers like police, fire, nurses. Since the coronavirus have learned that they are just as worried and frightened as the parents and students in their district. With the coronavirus still impacting us, the challenge will be drawing teachers that are talented and willing to work during these challenging times. Teachers willing to learn and develop new skills that allow them to teach as well remotely as in the classroom. Reading's population is growing and growing with every new multi-unit development being built. Where are these students going to fit and making sure METCO is still welcome and served. Students are no longer just leaving high school for college, Reading prides itself sharing a high percentage leave for college... however check in a year later and how many have remained? We need alternative paths offered... look at Billerica they have night school for trouble students, they work during the day and attend school in the evening; core classes... we need more options to provide to our students but not sure what they are... the challenge is yours.	11/11/2020 12:01 PM
65	dealing with school and the coronavirus, deciding on snow days	11/11/2020 12:00 PM
66	Need to change with the times . We fell so far behind in STEM and hands in learning	11/11/2020 7:17 AM
67	Continued challenges with technology/remote learning, equity, need to update buildings	11/11/2020 12:59 AM
68	Regaining the rigorous, academic program that Reading was known for when we moved here 15 years ago.	11/10/2020 11:01 PM
69	Many more children in the school system because they are constantly building houses and apartment buildings causing overcrowded schools. Spoiled kids and entitled parents expecting way too much.	11/10/2020 9:21 PM
70	I think we're going to lose kids to private schools, I think we need to do more for our kids who are not challenged academically and have kids more interested in being involved in their community	11/10/2020 8:47 PM
71	New superintendent and decreased funding.	11/10/2020 8:12 PM
72	Embracing diversity in a meaningful way and better preparing students for college	11/10/2020 7:26 PM
73	Parents upset with school system diagnosing individual learning issues.	11/10/2020 7:20 PM
74	Budgetary pressures and lower state funding. Potential increase in enrollment. Crowding and aging infrastructure. Retention of teachers and paraeducators if salaries are not competitive.	11/10/2020 6:23 PM
75	Student will be behind other towns in their academics. Not attract quality teachers due to lower salaries. Reputation declining.	11/10/2020 6:12 PM
76	Teachers salaries are universally lower than surrounding towns, making recruitment of highly qualified individuals a challenge. Many students are now OOD, d/t a long-standing problem with many of our SPED services and catch up despite efforts to rectify the problems will be an issue.	11/10/2020 5:31 PM
77	Maintaining excellence with limited resources, and being able to compete with and keep strong educators. Creating an inclusive community that welcomes all view points without highlighting certain segments of our community at the detriment to others. Being able to address student challenges such as drugs / vaping which is rampant now.	11/10/2020 4:55 PM
78	Providing instruction for high achieving students. Encouraging academic success	11/10/2020 4:39 PM
79	teacher salary is low than compared to surrounding towns making qualified teachers hard to draw, this will bring down the school system as a whole	11/10/2020 4:37 PM
80	Finding qualified staff, sufficiently helping IEP students	11/10/2020 4:32 PM
81	Building needs as student populations increase and buildings develop more issues of age. Increased population of preschool population and inadequate space for an early childhood program. Changes in learning and teaching that are inherent in distance learning situations, which in all likelihood will become more frequent.	11/10/2020 4:12 PM

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82	Spacing issues-the schools are growing.	11/10/2020 4:05 PM
83	Diversity and having cultural understandings of other ethnic groups. Acting out "no tolerance" for racism. Bridging the gap between Boston and Reading.	11/10/2020 12:44 PM
84	Diversity within the school system	11/10/2020 11:11 AM
85	Equity issues, ableism bias, financial transparency, dissension of staff and faculty based on lack of direction and innovation.	11/10/2020 10:46 AM
86	Restoring faith in the overall education system.	11/10/2020 9:44 AM
87	1. Workforce recruitment of diverse faculty & staff 2. Replacement of aging workforce 3. Funding for teaching materials and equipment	11/9/2020 11:46 PM
88	Adequately assessing the staff.... addressing the need for more honor level classes in the lower grades... ensuring that students are appropriately challenged AND serviced. SPED MUST IMPROVE - town is disgustingly bad now.	11/9/2020 9:32 PM
89	Killam Elementary improvement/replacement needs to be addressed. A few years after an override, there are concerns that the teaching salary budget will hit its ceiling again soon. Special education - desperately need help from either the state or federal gov on funding. What is the medium to long range plan to eliminate modular classrooms rather than make them a permanent part of the landscape?	11/9/2020 9:18 PM
90	Anti-racism seems to be a difficult thing for RPS to buy into, and I think this will turn teachers away. I would challenge RPS to make this a central mission over the next 5-10 years.	11/9/2020 8:50 PM
91	Having a leader that thinks outside of box, has new ideas to bring to table and confidence to pursue them	11/9/2020 8:28 PM
92	Increased costs-healthcare, payroll, special education programs, space issues requiring new buildings, new air quality code requiring ac installation or overhaul of existing.	11/9/2020 8:09 PM
93	Budget management, retaining strong and valuable staff members, communication from superintendent of schools to families - all therefore forcing more and more families to send their children to private schools.	11/9/2020 7:19 PM
94	The lower elementary does not seem to be following any curriculum program. My child has not had a dedicated math program. For example, Math in Focus is listed on the curriculum guide however my child has not been taught a single concept from her grade level text, that I purchased separately as reinforcement. Science and social studies are treated as a bonus material instead of having a dedicated curriculum. This has been unbelievably disappointing. Young elementary is when you inspire our future scientists, mathematicians and historians. The young elementary MCAS scores have been falling in recent years and I believe this is a direct reflection or having a lack of accountability for teachers and no set game plan or use of curriculum standards. There needs to be better insight into the younger grades to keep Reading on track.	11/9/2020 6:38 PM
95	Attracting qualified staff. Leadership deficiencies. A lack of focus on core education competencies. Too much attention to "fluff" and "feeling good".	11/9/2020 6:09 PM
96	The district frequently asks teachers to be consistent from one school to the next. However, the administration from one school to the next is not always consistent. This will continue to remain a challenge.	11/9/2020 4:37 PM
97	Keeping mostly left leaning divisive non fact base agendas out of the classroom. Example is the hate teaching "critical race theory" poisoning our children	11/9/2020 4:07 PM
98	We dropped the ball with technology and that was and is a huge problem with virtual learning. We have iPads, Chromebooks, all different devices available on carts for students, yet we are still not 1:1 like our peer communities. Another concern is the quality of our paras and subs. Though some are fantastic, many are not. The general feeling is that we just don't pay enough. As a middle math teacher, I have support staff that are afraid of math.	11/9/2020 3:39 PM
99	Culture building. Doherty's scorched earth style of management has created such a negative environment. You will have a very hard time attracting good candidates. Current superintendent fosters a me versus them attitude and caused hyper criticism from the community. Reading has become a horribly difficult environment to work because of Doherty's lack of good will in the community.	11/9/2020 3:34 PM

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100	Space is a big one! I'm worried we will need another override right around the same time we will need to garner support for a new school building. We don't offer free full-day kindergarten, which needs to change. It's hard to know how this pandemic is going to hurt us financially over the next few years, as well as the impact on academics, morale, and the social/emotional needs of students and staff. There is still significant distrust in town, particularly among parents of students in special education. And, we have substantial work to do with administrators, staff, curriculum, students, and families around equity and social justice.	11/9/2020 3:22 PM
101	Building a positive culture.	11/9/2020 3:03 PM
102	Increasing class sizes (and then hopefully the ability to provide more support for larger classes, and/or being able to split classes when possible), covid, possibly teacher retention/morale (we have awesome teachers and want to make sure they want to stay!)	11/9/2020 1:39 PM
103	Covid, changing demographics of the school teachers and getting the higher schoolers ready for college	11/9/2020 1:30 PM
104	Finding a balance for ALL kids. Getting quality teachers that want to see all the kids succeed. I realize Special Ed is never funded enough-- however- it has been my experience that the kids academically in the middle are on auto pilot and the kids at the very top need to be challenged more	11/9/2020 12:42 PM
105	Teachers leaving for higher pay in other communities. Outdated curriculum. Continuation of tuitioned kindergarten. Sapce problems.	11/9/2020 12:38 PM
106	Hiring and keeping excellent staff, new ways of doing school, improved communications	11/9/2020 12:26 PM
107	Keeping teachers and rebuilding Killiam	11/9/2020 11:35 AM
108	Teacher retention, funding special education because in-district programming is insufficient for the largest category of SPED (LBLD)	11/9/2020 11:06 AM
109	Lack of strong teachers due to pay gaps from other towns	11/9/2020 10:48 AM
110	Teacher attrition will continue unless leadership does a better job of working to retain key talent	11/9/2020 10:40 AM
111	Finding a competent and unifying administrator with a clear vision and focus to achieve said vision.	11/9/2020 10:24 AM
112	Attracting high quality staff at all levels. Reading does not pay teachers well compared with other like communities, and it's become known as a district that isn't very progressive. Therefore, we've had a hard time finding high quality candidates. We need a superintendent who can really advocate for the schools with the broader community.	11/9/2020 9:48 AM
113	Getting students in school in person full time, navigating emotional/social challenges due to students being remote for so long, growing numbers of students, communication,	11/9/2020 8:53 AM
114	Recovering from the pandemic. Attracting and retaining talented teachers by paying them a fair wage and providing training and resources to keep them ahead of the curve. As a parent of a child with learning disabilities, the ability to provide for those who learn differently will continue to be an issue if we continue to use programs that are being proven ineffective.	11/9/2020 6:58 AM
115	Teacher Retention and Hiring High Quality Teachers Due to Low Compensation Suboptimal and Resource Poor Special Education Programs	11/8/2020 9:03 PM
116	High School classes need to improve. Better options. More levels. Better special ed programs. RPS needs to improve it's technology use.	11/8/2020 8:38 PM
117	budget issues, COVID personnel shortage	11/8/2020 2:19 PM
118	Building a more diverse staff, expanding programming for growing immigrant population, offering competitive wages to retain and attract staff	11/8/2020 10:31 AM
119	Technological and educational infrastructure upgrades needed to keep up with the times.	11/8/2020 8:13 AM
120	Budget; and the amount of apartment buildings and kids coming into town!! When I compare how much property taxes we pay in Reading to the level of enrichments the students are afforded, it doesn't seem to make sense. Other towns are starting foreign language in 4th grade, musical instruments in 3rd grade. Why can't we give our kids a more well rounded education in such an affluent town?	11/8/2020 12:14 AM

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121	Playing catch up from Covid is going to consume the RPS over the next 5 years.	11/7/2020 7:20 PM
122	They focus to much on social / emotional learning the children need the subjects like math, reading, cursive to many children can't read but the school chooses to focus on being nice to everyone. These children are good kids and don't need to be told to be nice to each other everyday. Teach them the work for what they'll need in the real world.	11/7/2020 6:51 PM
123	Changing landscape of how to deliver instruction. While technology needs to be a part of curriculum, we need to weave in traditional learning methods.	11/7/2020 4:14 PM
124	Be able to provide the best education for all with the allotted resources. We also need to provide a safe and inclusive learning environment for all.	11/7/2020 1:46 PM
125	Ongoing disrespect for differences or what it takes to be neighborly again. I feel like the town got ugly and "Trump-like" when COVID-19 hit, and many teachers, leaders and Dr Doherty were treated unfairly and at times verbally abused. I also believe there will be plenty of hangover and fallout (social, mental, emotional) from the Trump years, and I say that as an undeclared who is centrist. We have neighbors who really believe we were better off with Trump vs Obama, which frightens me when I think of how many voted for Trump this round (still). Policies aside, the tolerance and sometimes outright support for bad social behavior isn't going away.	11/7/2020 1:22 PM
126	Balancing our desire for a top-notch school district with available revenues; managing the costs which are growing faster than revenues (for example, special education and labor costs)	11/7/2020 11:44 AM
127	Getting past Covid, helping students catch up	11/7/2020 10:58 AM
128	Continuing to adjust during COVID-19 pandemic; staff turnover from COVID-19 and historically-lower teaching salaries when compared with neighboring and similar communities; and providing free full-day kindergarten.	11/7/2020 10:37 AM
129	Adapting to the changes of the coronavirus.	11/7/2020 9:47 AM
130	Population growth, -space issue, programs in the arts continuing and available to all, racism	11/7/2020 9:16 AM
131	New superintendent, budget concerns, and reading instruction	11/7/2020 8:18 AM
132	Teacher retention, unhappy parents, students not as prepared for learning because of not being in school	11/7/2020 7:13 AM
133	We need to get back to promoting very high standards and having consistent expectations across the district and especially at the high school. To attract the most qualified candidates for positions within the district	11/7/2020 6:44 AM
134	Staying current with technology, navigating COVID, developing a solid math curriculum	11/7/2020 2:43 AM
135	Hiring of good and motivated teachers	11/6/2020 11:23 PM
136	Sustainable revenue streams that ensure adequate planning and staffing. Buildings will be approaching the end of life for many mechanical systems - as the buildings approach 20 years old	11/6/2020 10:56 PM
137	updating facilities, expanding staff and facilities, increasing services for special education students, reducing extremely high turnover of teachers and administrators	11/6/2020 10:23 PM
138	Over the next five years RPS is going to have to deal with a population issue in the schools, full day Kindergarten issues and many issues related to Covid remote learning.	11/6/2020 10:14 PM
139	financial - supporting the hiring of diverse staff and additional staff to commit to meeting the needs of all students (EL staff, special ed staff, tutors, diversity/equity director) true commitment to equity - policies/procedures (including school committee policies), reshaping grading practices (less focus on grades more on feedback), embracing student voice by including students in school/district decision making SPACE	11/6/2020 9:09 PM
140	Lack of consistency building to building Too many/frequent curriculum changes Leadership shifts Teacher negotiations- turnover due to conditions, expectations, salary	11/6/2020 8:29 PM
141	They focus to much on social / emotional learning the children need the subjects like math, reading, cursive to many children can't read but the school chooses to focus on being nice to everyone. These children are good kids and don't need to be told to be nice to each other everyday. Teach them the work for what they'll need in the real world.	11/6/2020 6:07 PM

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142	Funding, sped program staffing, long-term covid effects, teacher burnout	11/6/2020 4:36 PM
143	- Attracting and retaining quality staff due to low pay scale compared to surrounding districts - Lack of "tracks" at the high school and/or difficulty moving between tracks-- taking away CP classes was a huge loss for differentiating of instruction	11/6/2020 4:15 PM
144	not enough STEM / academic push	11/6/2020 4:12 PM
145	Budget, staff retention, moral, equity	11/6/2020 4:03 PM
146	Funding, needing to stay a town seen to have good schools	11/6/2020 3:44 PM
147	budgets, funding, staff turnover, competitive edge against other town similar to Readings demographics for education offerings	11/6/2020 3:10 PM
148	Lack of strong professional teachers. Lack of employees. Oversized classrooms.	11/6/2020 2:59 PM
149	Retaining staff, offering competitive pay, creating a climate that is inclusive, anti racist and celebrates diversity.	11/6/2020 2:23 PM
150	Budget, lack of a voice vs the union	11/6/2020 2:13 PM
151	- Equity conversations and breaking down barriers - Overcoming gaps due to COVID - Retaining teachers (pressure of the job is only increasing) and lack of people applying for open positions	11/6/2020 2:06 PM
152	Financial challenges, lack of creative and innovative problem solving from the administration.	11/6/2020 2:01 PM
153	Increased demands for children with special needs Lack of advanced classes for children who could use the challenge Loss of great teachers based on the additional stress of teaching to such a wide variety of learning models. Special Ed - typically developing and gifted children being under one teacher is not acceptable	11/6/2020 1:47 PM
154	Covid learning, streamlining services and curriculum throughout the district, over all levels, teaching black lives matter,	11/6/2020 1:41 PM
155	Retaining and getting teachers. Getting students back up to par with their grade level due to covid.	11/6/2020 1:38 PM
156	finances	11/6/2020 1:27 PM
157	I think that we will be facing teacher burnout over the next several years meaning that students will consistently be with new teachers. While they bring much to the table it can cause many students to have gaps in the learning. I also see a challenge in education reshaping itself after this pandemic and needing a clear path for our district and plan during this time.	11/6/2020 1:16 PM
158	Impacts on student progress due to covid instruction. Increased/heightened anxiety from parents Significant budget changes due to needs during pandemic	11/6/2020 1:02 PM
159	Integrating smooth transition into e learning for future unforeseen events.	11/6/2020 12:57 PM
160	being more progressive and adapting more quickly to change.	11/6/2020 12:46 PM
161	Continuation of the need to focus on issues surrounding equity and antiracist/antibias teaching; increased need for social emotional resources and supports; increased needs for academic support and adaptation of standards to fit a post-covid world	11/6/2020 12:07 PM
162	Dealing with Covid, change in leadership, other communities moving forward with better resources/schooling which leaves Reading behind without some upgrades	11/6/2020 12:05 PM
163	Accommodating an uptick of a wide range of neuro-atypical learners.	11/6/2020 12:01 PM
164	Money. Teachers need more PD.	11/6/2020 12:00 PM
165	new schools	11/6/2020 11:48 AM
166	Finances, MCAS	11/6/2020 11:48 AM
167	From my perspective, keeping pace with developing changes in delivery of education at all levels, assuring an equitable and fair school culture, and inviting and welcoming diversity are challenges to be faced by the Reading Public Schools over the next five years.	11/6/2020 11:37 AM

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168	finances, ongoing recovery from covid impacts, recovering from recent negativity and challenges to connect as a district... (currently functioning as independent buildings/sites), reorganizing around common vision & clarity of responsibilities of central office admin	11/6/2020 11:25 AM
169	Overcrowding, reduction in resources, diversity (or lack thereof)	11/6/2020 11:16 AM
170	Getting through Covid and back to normal in-person learning. Ensuring kids have not regressed and don't huge learning gaps. I am very concerned about the future of my children's education.	11/6/2020 11:14 AM
171	I think the social (and hopefully demographic) changes of the town and nation are going to become concerns as well as the aging of the infrastructure in classroom buildings. I hope we are not dealing with pandemic situations in the future, but the computer and remote learning options that have been developed will only add to the education and equity goals for the community.	11/6/2020 11:05 AM
172	COVID will obviously be a challenge. The small group of parents who spread toxic and hurtful messages/rumors/vibes on social media will continue to make life more difficult for many people in the school system (as well as other parents in the town). Keep social media use and drug use down in the high school.	11/6/2020 10:57 AM
173	Horrible job starting in March with Covid. Lost so much faith in the education system.	11/6/2020 10:55 AM
174	No consistency fosters discontent	11/6/2020 10:41 AM
175	Reading is not a diverse community; and in many ways. the residents are very conservative and resistant to diverse groups entering the community.	11/6/2020 10:40 AM
176	We need to work really hard to create an inclusive culture and educational reform as it pertains to diversity, equity, and social justice. RPS will need to work cohesively with the community to build stronger ties and break down the barriers we currently see . If the challenges we are facing now continue, I believe there will be a teacher shortage in the near future. We need leadership to look at creative ways to encourage new staff to work in Reading that will include a new look at salary and benefits.	11/6/2020 10:30 AM
177	Negative use of social media by the community that influences internal decision-making, as well as district-level administrators who don't actually understand what it is like to be a classroom teacher (finance, facilities, IT, etc.) and are failing to offer the support that teachers need to be successful (high-quality teachers are looking elsewhere for jobs due to this lack of support and the failure of our current pay scale to match neighboring districts for experienced teachers)	11/6/2020 10:28 AM
178	The needs for more social justice and racial awareness in the social studies and other programs, updates in curriculum, strengthening math and science education.	11/6/2020 10:25 AM
179	Racial tensions rising, covid, and parents overstepping the lines	11/6/2020 10:25 AM
180	Clearly virtual/remote schooling model is here to stay so the school needs to thoroughly consider how to keep the kids learning seamless and yet meet the needs of the parents who work full-time & may not have the luxury for alternative child-care. Schooling children shouldn't be the parents duty; yet how do we responsibly bring back children into their classrooms and encourage their growth? These are some of the big questions that we need to answer.	11/6/2020 10:22 AM
181	Equity for students/Racism and sexism issues with students Diversity and Equity with hiring More technology in the elementary schools 1:1??	11/6/2020 10:20 AM
182	Finances, MCAS	11/6/2020 10:20 AM
183	Attracting qualified staff, retaining staff, adequate resources,	11/6/2020 10:19 AM
184	Curriculum development and maintaining high standards. Continuing to teach diverse populations and all needs of students. Lack of technology and updated materials.	11/6/2020 10:15 AM
185	Coming up with better curriculum for special education, especially in the high school. The special education program does not meet the needs of my hs student in a way that is appropriate for him	11/6/2020 10:14 AM
186	Like many communities, budgets, curriculum and facing cultural issues	11/6/2020 10:09 AM
187	Building space	11/6/2020 10:05 AM
188	The biggest challenge will be restoring the teachers' morale and restoring the parents' faith in a	11/6/2020 10:03 AM

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school system that has been in steady decline in many areas for the entirety of Mr. Doherty's tenure as superintendent.

189	budget shortfalls, building space challenges, continued growth in special education and IEP programs leaving less resources for kids not falling in these categories leaving some of them to fall through the cracks and not meet their potential	11/6/2020 9:56 AM
190	They don't spend enough on education and they don't pay their teachers enough	11/6/2020 9:53 AM
191	Building trust among stakeholders. This is a very fractured district.	11/6/2020 9:51 AM
192	need free full day K need to retain teachers	11/6/2020 9:51 AM
193	Not enough AP classes, not encouraging good performing kids to do more	11/6/2020 9:50 AM
194	Challenges include (in no particular order): space, retention of talented staff, equity/racial justice, diverse student needs, training and education of teachers, inadequate teacher pay scale, acquiring substitute teachers, special education	11/6/2020 9:49 AM
195	Retaining teachers, poor leadership history that has put the school district in a hole, poor budget management, mistrust from parents to school administration,	11/6/2020 9:49 AM
196	Space constraints, decreasing test scores, budget	11/6/2020 9:46 AM
197	Educator trust; educator retention; continued healing from acts of hate; overcoming reputation as a difficult community to work.	11/6/2020 9:43 AM
198	1. How do we implement a vaccine to our community? 2. Social media and the threat of online learning verses in class learning socially and emotionally. How do we get our children to get caught up if they fell behind from the covid world. 3. How do we be better than our surrounding communities and get our soul for education back to where we are better (not equal) than a Lexington or Winchester. Have lofty goals and knock it out of the park. 4. How to leave politics aside in the classroom. Be non party partisan and be for our children.	11/6/2020 9:40 AM
199	Funding Staffing Regression Parental support	11/6/2020 9:27 AM
200	Growth of student population. COMMUNICATION by the school system to the parents/students.	11/6/2020 9:25 AM
201	Continued response to COVID 19, capacity, funding, staff turnover.	11/6/2020 9:21 AM
202	Loss of students therefore funding to private schools.	11/6/2020 9:15 AM
203	Keeping up with technology and adjusting to new ways of learning (i.e., escaping from old school focus on homework, etc.)	11/6/2020 9:11 AM
204	1. Superintendent will need to build trust with the staff and community. 2. Many positions need to be filled. 3. Central office staff needs to be consistent. It is a revolving door. 4. Communications from the district need to be clear, transparent and concise. The budget is especially hard to follow.	11/6/2020 9:10 AM
205	Budget Issues	11/6/2020 9:01 AM
206	budget.	11/6/2020 9:00 AM
207	funding; ability to keep up with changing technology	11/6/2020 8:56 AM

Q4 From your perspective, what opportunities do you think the Reading Public Schools will have to grow over the next five years?

Answered: 196 Skipped: 18

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#	RESPONSES	DATE
1	Stronger elementary school foundation. We cannot stop teaching spelling or math. I have a middle schooler who spells so poorly that spell check can't even tell what he is trying to spell. All because Mr. Dougherty that it was a good idea to stop spelling in 2nd grade. We can send should do better. We need higher MCAS scores and should hold the superintendent responsible.	11/19/2020 4:33 PM
2	-Equity, diversity, inclusion, anti-racism. -Special education could grow. -Budget is weak and could use more influx.	11/19/2020 10:05 AM
3	Technology usage and ability to provide technology (iPads) transition fully to online materials and recycle all paper materials.	11/18/2020 9:32 PM
4	Devoted staff and excellent leadership. Regaining our reputation after issues with testing scores and turnover Create new systems to foster workplace and salary to retain those with experience	11/18/2020 5:04 PM
5	We can be a more welcoming place for students and educators of color	11/17/2020 9:06 PM
6	Not sure	11/17/2020 9:05 PM
7	We Ree need more recess and open unstructured time for all levels especially elementary. And doubly so because of this pandemic. More focus on the arts, and social emotional learning.	11/17/2020 9:02 PM
8	Curriculum offerings	11/17/2020 7:36 PM
9	-Staff and parents understanding of Social emotional needs of students -consistency of curriculum/homework policies/student opportunities from school to school -staff understanding of professional development/re-certification requirements & assistance with this	11/17/2020 7:07 PM
10	Technology	11/17/2020 6:29 PM
11	New elementary school, better wages for staff.	11/17/2020 5:04 PM
12	No vision -	11/17/2020 2:00 PM
13	I would like to see a continued focus on strengthening academics, and academic offerings, to give strong students more chances to push themselves and help our district compete with the strong pull toward private schools right now.	11/17/2020 12:33 PM
14	Early childhood education - we have so little at the moment to serve young children. Even Kindergarten is a pay-for-full-time service. We should be expanding to provide universal pre-k to for 3-4 year olds, and prioritizing a leader with knowledge in this area.	11/16/2020 7:13 PM
15	Doing a better job teaching about diversity and race. Also improving their services for children with dyslexia and other specific learning disabilities.	11/16/2020 7:06 PM
16	Now that there are more tools for online learning, we have the opportunity to allow for more personalized education. We should invest in remote school options so that students can take community college or AP courses that lack the interest to offer at RMHS and allow for different tiers of summer support support for all grade levels. We also have tremendous opportunity to engage students in discussions of diversity, equity, and inclusion.	11/16/2020 5:57 PM
17	RPS needs to decide that it wants excellence and stop wasting time with lots of wordy projects like 'vision of the graduate' that get dragged out and hold up actual progress. RPS should not keep reinventing the wheel and look to see what the more successful districts are doing. The leadership of RPS needs to have a vision for RPS beyond simply building new buildings like the push years ago for early-childhood center and now the push to create a giant new Killam and get rid of or consolidate other elementary schools. The greatness of schools and teaching comes from the staff, not the facilities. RPS has been losing some of its best staff in recent years, especially at high school level. We need a leader with a vision for what he wants the teaching, academics, and culture to be in RPS and this vision has to be something beyond vague assertions of "equity." Equity is important but providing strong, consistent curriculum benefits all kids and better supports equity IMHO than simply a lot of talk about equity. Less talk more doing.	11/16/2020 5:17 PM
18	Language instruction beginning at elementary level Musical instrument opportunities at elementary level Free full-day K Continuing to push relevant technology acquisition and instruction	11/16/2020 3:27 PM

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19	In my eyes not much.	11/16/2020 2:39 PM
20	They had to learn remote learning and its associated technology on the fly so that accomplishment should embolden the staff going forward	11/16/2020 2:03 PM
21	Strong community with highly educated parents	11/16/2020 1:19 PM
22	There are opportunities to incorporate more technology and collaboration of teachers.	11/16/2020 1:07 PM
23	Diversifying its staff and culture while providing accurate quality education on diversity as it relates to racism and inequality in and around our country as well as throughout history. Providing opportunities and incentives to encourage employment of a diverse staff in the schools throughout the district.	11/16/2020 12:41 PM
24	Build consistency. Invest properly in staff.	11/16/2020 12:27 PM
25	growth generally requires money, which is doubtful to increase; if we get more money, i think increasing reg ed staffing to decrease class sizes would be beneficial	11/16/2020 12:14 PM
26	We need to keep with the times. We need to be sure to communicate with the surrounding towns and stay on par. Also, Killam needs to be looked at for renovation.	11/16/2020 12:12 PM
27	Strong community with highly educated parents	11/16/2020 12:10 PM
28	technology, diversity	11/16/2020 12:06 PM
29	I'm not sure. I feel like there are so many areas that will need to grow in order to keep up with the demands of the ever increasing town population.	11/16/2020 11:51 AM
30	We need to become actively anti-racist and also rethink what our curriculum and its delivery looks like - we need to shape our students to be adaptive, global citizens.	11/16/2020 11:50 AM
31	All mentioned above	11/16/2020 11:47 AM
32	Kids are falling way behind due to the virtual learning/coronavirus impact. Teachers are doing a great job but it is impossible for parents who work to give their kids all the help the need. Schools will need to find a way to get them back up to speed and will need staffing, tutors and help both for those who are ahead and behind. Not being challenged is also detrimental to kids development. I hope they remove the half day Wed. Really need full day to give kids what they need. No other school does this on a weekly basis. If you continue to do half day I hope they keep it as Friday vs Wed. Schools need to embrace technology more in classrooms, science and math that is more current and how kids learn.	11/16/2020 11:47 AM
33	Can always work to do more for kids. Recess over homework, earlier foreign language. Emotional support always	11/16/2020 11:40 AM
34	I think we will grow with our reading programs	11/16/2020 11:39 AM
35	Many opportunities	11/16/2020 10:53 AM
36	Maintain remote learning opportunities for students vs "snow days" and for those who need that option for other reasons.	11/16/2020 6:25 AM
37	Focus on holding high school teachers accountable for providing better instruction and for posting grades timely.	11/15/2020 10:14 PM
38	Dynamic ways to inspire kids to want to learn. keeping Reading competitive to maintain and draw exceptional faculty.	11/15/2020 12:01 PM
39	I think that the school systems will be able to grow when it comes to education reform and including more diverse history if they put the effort in.	11/15/2020 11:10 AM
40	They will have to figure out alternate "intervention" strategies before SPED. They will have to figure out how to keep good teachers and to focus on teacher empowerment and teacher leadership. They will have to engage the community to keep the schools funded.	11/15/2020 6:37 AM
41	Classroom time for students doing home learning. Teachers and students need to directly interact with each other, face to face. True also for student to student learning.	11/14/2020 7:20 AM
42	Strategies to retain quality teachers and paraprofessionals	11/13/2020 2:57 PM

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43	?	11/13/2020 10:06 AM
44	Equity, social justice work and communication.	11/12/2020 10:49 PM
45	We have the opportunity to turn Reading around, from a community with a history of hate and intolerance to a community that is welcoming, supportive, safe and celebratory of diversity. We should be in the news for our positive forward strides, not for hate speech, graffiti, and a history sweeping big issues under the rug.	11/12/2020 7:12 PM
46	changing demographics, increased use of technology and increased familiarity with technology across all populations.	11/12/2020 5:25 PM
47	Continue to offer PD, particularly in the area of technology. Also, increasing support for special education programs across the district.	11/12/2020 4:47 PM
48	The chance to address lack of diversity among staff and administration. Transforming outdated curricula to address present and future needs of students. Online/remote learning offers an opportunity to step back and re-evaluate past practice and consider what to keep and what to jettison.	11/12/2020 3:48 PM
49	Focus on developmental appropriateness and needs of students Focus on staff involvement in key decisions about teaching and learning	11/12/2020 3:32 PM
50	Pragmatic and creative delivery of appropriate content and services---	11/12/2020 3:29 PM
51	New residents coming to Reading	11/12/2020 2:53 PM
52	To offer teachers more money to want to come teach in Reading so we can provide top notch math, science, computers, ELA as well as foreign language programs.	11/12/2020 10:04 AM
53	Build on work being done by SPED Director. Build out course offerings and improve culture at the High School. Cross pollinate staff between Parker and Coolidge to close the achievement gap between the schools. Improve earlier literacy instruction. Improve elementary math curriculum tools.	11/11/2020 11:41 PM
54	RPS has the opportunity to become more diverse	11/11/2020 5:59 PM
55	Focusing on equity, anti-racist curriculum at ALL levels Continuing to expand social emotional learning education at ALL levels	11/11/2020 5:40 PM
56	Free full day K, technology updates, inclusion of high needs students, vocational track for HSg	11/11/2020 5:15 PM
57	Volunteer opportunities for kids that can help our community.	11/11/2020 3:41 PM
58	add more modern interpretations of native american and other colonist histories - stopping the white savior education that leads easily influenced children to worship historical figures who were in reality not great people.	11/11/2020 12:48 PM
59	Free full day K, technology updates, inclusion of high needs students, vocational track for HSg	11/11/2020 12:46 PM
60	Workshops, gaining more professional teachers	11/11/2020 12:02 PM
61	alternative paths for non-traditional students; students that are not planning to attend college and did not attend the vocational high school. being able to accommodate the growing population. Talented and motivated teachers that are willing to teach in the classroom while being able to give adequate attention to remote learners. offer training and tools allowing teachers to do a better job with remote teaching... un-chartered waters, teachers need all the support, training, and tools they can receive if this is our future.	11/11/2020 12:01 PM
62	going to school during Covid-19	11/11/2020 12:00 PM
63	Hands on vocational style learning. Increase STEM	11/11/2020 7:17 AM
64	Free full day K, technology updates, inclusion of high needs students, vocational track for HSg	11/11/2020 12:59 AM
65	We have a lot of engaged young families moving here from the city. Would love to see that positive energy and involvement lead to a more engaged and richer school environment.	11/10/2020 11:01 PM
66	No idea	11/10/2020 9:21 PM
67	Need to assess why kids leave and go to private schools, smaller class size, more work On executive functioning skills at all levels- seems to disappear the older they get and that is	11/10/2020 8:47 PM

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	when they need it the most	
68	Increased technical aptitude of teachers for online learning	11/10/2020 8:12 PM
69	Developing new programs that help students better understand and participate in the world around them	11/10/2020 7:26 PM
70	Concentrated Learning disability programs like other neighboring towns have.	11/10/2020 7:20 PM
71	Budget constraints will limit growth if curriculum. But more electives at the high school and middle school levels are important. Particularly those that allow kids to try "vocations" or expose them to different kinds of skills in computer science/data analysis, business, health sciences.	11/10/2020 6:23 PM
72	Size, so there is is benefits in numbers as well as growing pains. More opportunities for teachers. More opportunity to bring in qualified teachers and administration.	11/10/2020 6:12 PM
73	New leadership is paramount to success of our district.	11/10/2020 5:31 PM
74	Strengthen academic options, especially at the HS level, offering students the ability to meet their full potential through more flexible course offerings. Currently, there will be a challenge to adequately catch students up after the disruptions of Covid; speaking as a parent of a MS student, I do not feel like he is being at all prepared for HS. From a diversity perspective, it would be nice to see teachers of different ethnic backgrounds.	11/10/2020 4:55 PM
75	learn from this remote nightmare and put best practices into place that will allow teachers and students to be in person or remote as need by. Eliminating snow days, professional days off for students etc.	11/10/2020 4:37 PM
76	?	11/10/2020 4:32 PM
77	Increased commitment to equity should lead to plan for diversifying staff and changes in curriculum/program materials.	11/10/2020 4:12 PM
78	?	11/10/2020 4:05 PM
79	Take classes on diversity.	11/10/2020 12:44 PM
80	more diverse staffing	11/10/2020 11:11 AM
81	All of the aforementioned issues, if taken seriously and prioritized in a culture change.	11/10/2020 10:46 AM
82	Improving equity, including all students in the opportunity to reach their potential, and moving forward as a cohesive and consistent education community.	11/10/2020 9:44 AM
83	1. Development of Parent involvement 2. Sharing resources among school districts 3. Looking for partnership from nonprofit or for profit organizations	11/9/2020 11:46 PM
84	It starts with strong leadership - Reading needs someone willing to come in and ensure the right principals are in place!!	11/9/2020 9:32 PM
85	I think the next superintendent will need to have a strong vision for what the physical building footprint will look like five years from now and "sell" the town on a long-term building strategy.	11/9/2020 9:18 PM
86	The departure of our current superintendent may be an opportunity to move our community forward. The high school specifically has a relatively young teaching population, and this could lead to instructional and institutional equity and excellence.	11/9/2020 8:50 PM
87	Keeping up with new technology -both to "teach with"and to "teach to" students	11/9/2020 8:28 PM
88	Community engagement, afterschool/enrichment programs, new schools or change of admin office/Rise locations	11/9/2020 8:09 PM
89	Budget management, stronger core curriculum and strong electives curriculum to retain and challenge students. Updated elementary schools (Killam, Birch) and middle school (Coolidge) Promotion of diversity in curriculum, staff, students and community Investment in higher academic success for all students, specifically at high school level	11/9/2020 7:19 PM
90	I think there is a lot of clean up work that needs to be done as far as curriculum and set grade level plans. Teachers seem to dictate what, where and when they want to teach. We need a superintendent to steer the ship, get the crew in shape, and do right by our students.	11/9/2020 6:38 PM

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91	Given the state of education in public schools and the direction of instruction, not many.	11/9/2020 6:09 PM
92	The humanities and math/science curriculum leaders have been doing a nice job of trying to help the town get organized in a reasonable and manageable way.	11/9/2020 4:37 PM
93	Update out of date facilities	11/9/2020 4:07 PM
94	I worry that most everything comes back to money, but we should be looking at additional support for special ed. We seem to always need more support than we have. I see Special Ed students spending too much time with paras and not enough time with special educators.	11/9/2020 3:39 PM
95	Getting rid of a toxic superintendent provides a tremendous opportunity.	11/9/2020 3:34 PM
96	I think the equity and social justice work and diversity in hiring is one of the biggest opportunities for growth. I would also like to see our high school continue to grow and improve - more variety of offerings, more challenging courses, etc.	11/9/2020 3:22 PM
97	Making our district desirable to attract and keep talented teachers.	11/9/2020 3:03 PM
98	Not sure, other than more enrichment opportunities - such as continuing to develop STEM opportunities, theater, etc. Also new ways to connect students if covid protocols remain in place for a long time.	11/9/2020 1:39 PM
99	Technology, advances to curriculum to remain competitive and pay to keep the good teachers.	11/9/2020 1:30 PM
100	Make it inviting for quality teachers to want to teach in our community. Increasing diversity amongst the teachers-- perhaps that will help with the anti-semitic issues and racism issues	11/9/2020 12:42 PM
101	New administrators.	11/9/2020 12:38 PM
102	new ways of doing school	11/9/2020 12:26 PM
103	Hopefully someone new at the helm should help	11/9/2020 11:35 AM
104	Teacher training, and curriculum & program development, all in scientific-based approaches to reading, writing, and math.	11/9/2020 11:06 AM
105	Hiring good talent.	11/9/2020 10:48 AM
106	The town has funded the override and provide the necessary funding for the town to grow. With the current administration growth plans are always met with reasons why we can't. We need a visionary to take us to new levels	11/9/2020 10:40 AM
107	Academic strengths in math. Special Education growth. Teaching with a new and fresh approach.	11/9/2020 10:24 AM
108	While our student numbers may not grow much, I think there are lots of ways RPS can grow from a curriculum standpoint. We have a very vanilla curriculum in most cases and at most levels, and I think we can push the envelope to lean into more progressive and research based teaching methods and curriculum content.	11/9/2020 9:48 AM
109	See above challenges	11/9/2020 8:53 AM
110	Since the world has shifted, we are all learning new ways to do what we've always done. Some of this is working well, but some isn't. I truly feel that this year should have an ***. If our kids learn anything this year, great, but I think the main goal should be our physical health and taking care of the mental struggles our new normal might be creating. Paying attention to what the kids actually need vs. drilling them on standards that we created for each grade level, would be a good goal to have.	11/9/2020 6:58 AM
111	Improve Teacher Retention and Hiring of Quality Teachers Improve Special Education Services	11/8/2020 9:03 PM
112	Literacy instruction needs to revert back to a complete phonics program with cursive and teaching children to write (not Lucy Caulkins crap). K-3 is the time to solidify reading skills across the board.	11/8/2020 8:38 PM
113	hopefully more quality teachers looking for jobs once COVID is under control	11/8/2020 2:19 PM
114	See above	11/8/2020 10:31 AM
115	STEM education.	11/8/2020 8:13 AM

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116	I would like to see foreign language and musical instruments start in elementary school.	11/8/2020 12:14 AM
117	They need to provide opportunities for children who are smart. I know we all focus on the children who need the extra help and that's great. What about the children who want more I feel like they're being held back.	11/7/2020 6:51 PM
118	Leadership	11/7/2020 4:14 PM
119	We need to be more forward thinking. Teach for the future, not only science and technology, but also about personal growth; physical/mental health, interpersonal skills, conflict management, etc....	11/7/2020 1:46 PM
120	See prev 2 answers.	11/7/2020 1:22 PM
121	Better, more multi-faceted measurements of both academic achievement and social/emotional initiatives	11/7/2020 11:44 AM
122	Investment in STEM from an earlier age, being a more inclusive and diverse community	11/7/2020 10:58 AM
123	Continuing to prioritize social-emotional learning, and providing a preschool-grade 12 curriculum that features and celebrates diversity and challenges former teachings that tended to focus primarily on the dominant culture's history and views.	11/7/2020 10:37 AM
124	Ability to teach and reach students remotely and more technology.	11/7/2020 9:47 AM
125	SEL, race education, technology advancement, availability to the arts	11/7/2020 9:16 AM
126	Reading instruction	11/7/2020 8:18 AM
127	Get the kids in the school buildings! Recruit and retain quality teachers	11/7/2020 7:13 AM
128	The schools must do a better job with explicitly teaching students how to study. Study skills are sorely lacking across the board. Teachers must also hold students to high expectations for academic performance and behaviors.	11/7/2020 6:44 AM
129	Expand existing remote learning set up for students with medical needs that frequently miss school	11/7/2020 2:43 AM
130	??	11/6/2020 11:23 PM
131	The use of technology has given students, parents and staff new ways to connect, and offer opportunities for learning outside the traditional school day and curriculum	11/6/2020 10:56 PM
132	If RPS can get the right leader, they can bring back RPS high standards and quality.	11/6/2020 10:14 PM
133	Equity/Anti-Racism (full commitment to change) Diverse staffing Public image (positive PR)	11/6/2020 9:09 PM
134	Curriculum consistency Technology Equity	11/6/2020 8:29 PM
135	They need to provide opportunities for children who are smart. I know we all focus on the children who need the extra help and that's great. What about the children who want more I feel like they're being held back.	11/6/2020 6:07 PM
136	Improve specialized instruction models k-5, plan for full day K for all	11/6/2020 4:36 PM
137	- Increasing teacher salaries to improve quality of new hires - Technology-- based on huge gains this fall in remote instruction	11/6/2020 4:15 PM
138	Growing job market in robotics / computers as well as focus on trades	11/6/2020 4:12 PM
139	I think we have a group of dedicated skilled teachers who are eager to come together.	11/6/2020 4:03 PM
140	Better educational programming	11/6/2020 3:44 PM
141	science based programs, hopefully will engage students in diverse programming of all sorts to broaden their knowledge of all life situations	11/6/2020 3:10 PM
142	Increase salary. Better supervision of teachers in their classrooms. Understanding and taking parents seriously instead of being quick to back the teacher.	11/6/2020 2:59 PM
143	The school community appears ready to embrace anti-racism and celebrate diversity.	11/6/2020 2:23 PM
144	N/a	11/6/2020 2:13 PM

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145	- New buildings with population increases - Reviewing curriculum - Quality professional development	11/6/2020 2:06 PM
146	I think a new superintendent could bring an influx of fresh, innovative ideas into our school system. I believe that new ideas could energize the teachers, students and community to be more than what we are today.	11/6/2020 2:01 PM
147	Understanding the changing dynamic of families and learning Thinking outside the box and not having the standard one size fits all model Change the way schools are structured Change - adapt - learn There are other ways to do things	11/6/2020 1:47 PM
148	They need better funding to retain and gain quality teachers.	11/6/2020 1:38 PM
149	take advantage of building improvements through federal and state grants	11/6/2020 1:27 PM
150	I think our district has to opportunity to better vertically align the expectations for students in our district both with academics, socially, and equity.	11/6/2020 1:16 PM
151	Opportunities to provide more flexible instruction based on what we have learned during the pandemic-- New ways of presenting materials and prepping substitute lesson.	11/6/2020 1:02 PM
152	Community partnerships	11/6/2020 12:57 PM
153	we need to be better about hw we are spending money- i am told it costs \$150k per student to send out of district yet e charge \$5k annually for full day kindergarten? and act as if that's a gift? we are going to fall behind in our academics if we continue to cut enrichment programs such as languages and music as well. we dont expose our kids to languages early enough either	11/6/2020 12:46 PM
154	Opportunities to adjust academic standards to fit a post-covid world, opportunities to adjust systems to be antiracist/antibias	11/6/2020 12:07 PM
155	Free all day Kindergarten (how this town promotes the huge developmental benefits of this but it still isn't covered is amazing to me) Upgrades to facilities at Killam and Joshua Eaton More outdoor space, especially with Covid	11/6/2020 12:05 PM
156	Social connections and tolerance.	11/6/2020 12:01 PM
157	The new superintendent should bring a new prospective to RPS. there is no reason RPS can't regain its status in the state that it once held. The students and teachers need more consistency from the administration, and the new superintendent should not continue to be first to jump into new programs from the state and federal government.	11/6/2020 11:48 AM
158	I think the Reading Public Schools has the opportunity to invite diversity into its community, provide equitable and meaningful professional development for its staff, and enrich its school culture by utilizing resources available in our wider educational community.	11/6/2020 11:37 AM
159	current instructional models due to remote/hybrid create potential to move our practices forward with innovation.	11/6/2020 11:25 AM
160	A silver lining of the pandemic is the teacher, parent, and student ability to be more nimble with technology. I think we should see more technology implemented into future years.	11/6/2020 11:16 AM
161	They will grow, if we get out ahead of this pandemic.	11/6/2020 11:14 AM
162	I am hopeful that Reading becomes more demographically diverse and we have more opportunities to expand the children's understandings of culture.	11/6/2020 11:05 AM
163	Figure out a way to deal with the parents who poison the water and the town will be doing great. Keep social media and drug use from taking over in the high school and the whole town will grow.	11/6/2020 10:57 AM
164	Think you will lose a great deal of enrollment to private schools. Parents want their kids in person.	11/6/2020 10:55 AM
165	We need to be better with our inclusion and diversity efforts in the curriculum and throughout the community. We are taking steps in the right direction, but this needs to continue.	11/6/2020 10:45 AM
166	Importance of support staff, pay more and work with individual needs of qualified applicants	11/6/2020 10:41 AM
167	Hopefully, the Reading schools will embrace team teaching, enrichment learning, and the use	11/6/2020 10:40 AM

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of technology in learning. The school must continue to make sure that all students have access to technology and the internet both at home and at school.

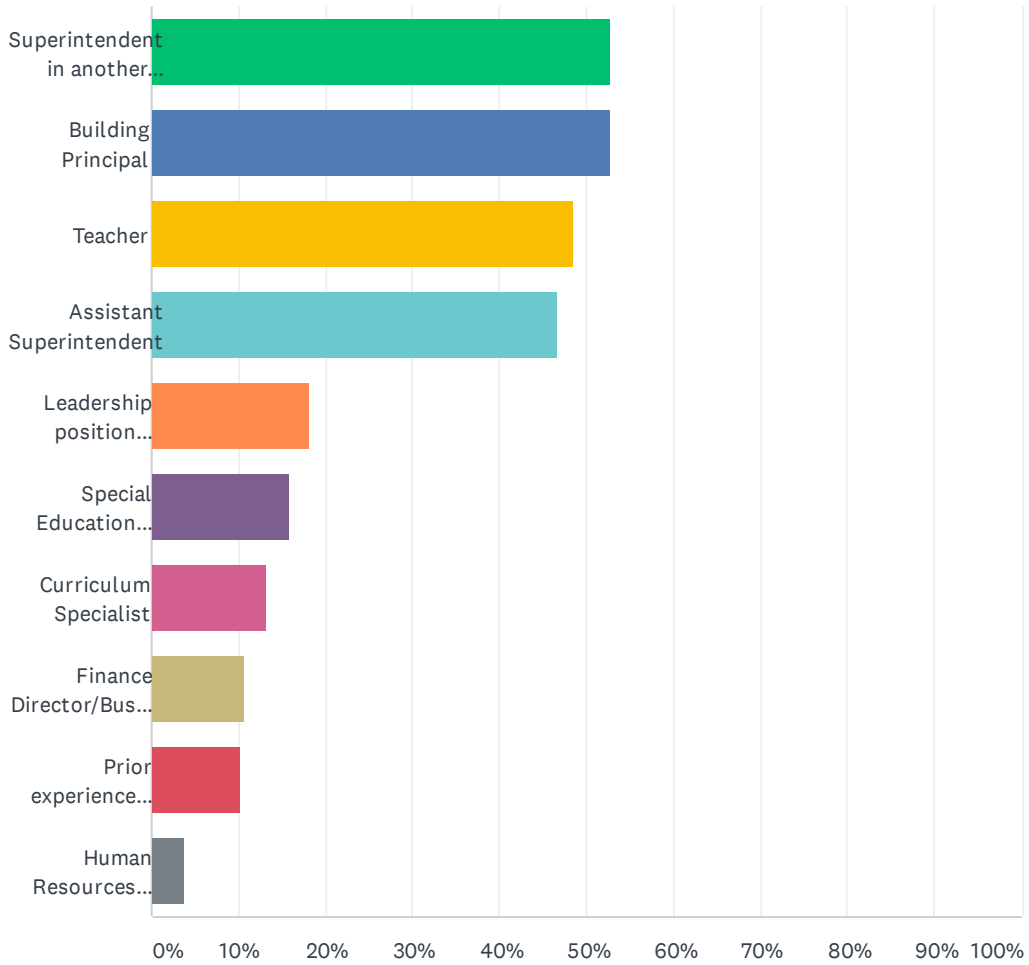
168	Increased instructional time for arts, music, technology and other specials at the elementary level (we are woefully behind other districts in these areas), collaboration between levels and content areas that currently exist in silos, real work on equity and anti-racism	11/6/2020 10:28 AM
169	Need to hire more people of color to bring in more diversity	11/6/2020 10:25 AM
170	In our strength to combat these trying times	11/6/2020 10:25 AM
171	If we wish to, we can lead from the front - and set up a role-model school system for this new 'covid' era. There needs to be an intention and a passion to pursue this challenge.	11/6/2020 10:22 AM
172	Equity Diversity in hiring staff Technology	11/6/2020 10:20 AM
173	The new superintendent should bring a new prospective to RPS. there is no reason RPS can't regain its status in the state that it once held. The students and teachers need more consistency from the administration, and the new superintendent should not continue to be first to jump into new programs from the state and federal government.	11/6/2020 10:20 AM
174	Reading is known for spending as little to almost nothing on resources--people, books, and so on. Residents have a wonderful community with miminal industry. Many want to also have their taxes very low to the point that it impacts hiring qualified staff and having basic materials for students.	11/6/2020 10:19 AM
175	They have the ability to grow with new curriculum and early reading skills. They have the ability to breathe new life into the staff and create a more positive work force.	11/6/2020 10:15 AM
176	Special ed (hs level) Math curriculum across the board Leveled classes at the high school that meet needs of a great student that is college bound, but not honors More lower Level classes offered to non-college bound students that teach trade and or life skill	11/6/2020 10:14 AM
177	Building on team building and a commnity as whole, ensuring bullying is not accepted, and promoting the understanding of social equity, especially in a town like Reading where folks may not necessarily be reliant on public transportation, public assistance, etc.	11/6/2020 10:09 AM
178	The SPED department still has a long way to go in terms of equitably servicing all students. With an effective superintendent, progress can be made in this critical area. Also, the school budget needs to be managed by someone who knows how to manage a budget, unlike Mr. Doherty.	11/6/2020 10:03 AM
179	I would like to see them figure out how to address behavioral challenges at the elementary level so as to not affect the learning of those classrooms/cohorts/grade.	11/6/2020 9:56 AM
180	Retention of good teachers	11/6/2020 9:53 AM
181	Re-commit to fundamental programs. Spend money and time on completing initiatives, not an endless race to pilot every new idea that may or may not fit with our community.	11/6/2020 9:51 AM
182	can be great if you retain teachers and pay them more	11/6/2020 9:51 AM
183	More AP classes, more options to learn foreign languages	11/6/2020 9:50 AM
184	attracting and retaining high quality teachers, providing stronger academic experiences for students; special education in town is a mess, need to develop in-town SPED programs to minimize out of district placements (e.g., need real language-based learning programs), specialized reading instruction at the high school level	11/6/2020 9:49 AM
185	Finally get a strategic plan for future space needs. Set a budget on a sustainable path that doesn't rely on the yo yo of ask for an override - increase spending - use up all the money - ask for another override - cut spending when it doesn't path. Better smooth out these ups and downs	11/6/2020 9:46 AM
186	Need more course choices; need better math instructors at high school. Need more funding for general education. Need more diversity. Need more space. Hope to see continuation of and more work on innovative curriculum that had been pushed by the pandemic. Would like to see partnership with a community college.	11/6/2020 9:43 AM
187	Technology, staffing and hiring experienced professionals. In order to be the best you need to hire the best.....	11/6/2020 9:40 AM

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188	It's time for an overhaul. Focus on fundamentals not being the first or recognized as doing something cutting edge PARCC - waste of time and money Alternative hybrid model than majority of other communities - disaster Early childhood ed center - exercise in futility and a waste of time and money	11/6/2020 9:27 AM
189	STEM. Also computer/tablet technology upgrades for teachers and students.	11/6/2020 9:25 AM
190	Improved academic outcomes. Improved enrichment opportunities. Increased capacity. Improved online learning tools/instruction (modernization). Improved district to community communications.	11/6/2020 9:21 AM
191	Hopefully look at class sizes and technology to stay ahead somewhat competitive with local private schools	11/6/2020 9:15 AM
192	Facilities	11/6/2020 9:11 AM
193	Financially, Reading is always under pressure to do more with less resources.	11/6/2020 9:10 AM
194	Tolerant of different opinions. Less Liberal Ideology in schools	11/6/2020 9:01 AM
195	it really cant get worse leadership than what they have with Dr Doherty, so it has to get better from the top	11/6/2020 9:00 AM
196	limited based on funding and influx of students	11/6/2020 8:56 AM

Q5 Below is a list of positions that superintendent candidates may have held in the past. Which prior positions do you think would prove most valuable for the next superintendent of the Reading Public Schools to possess? (You may check up to THREE positions below)

Answered: 214 Skipped: 0

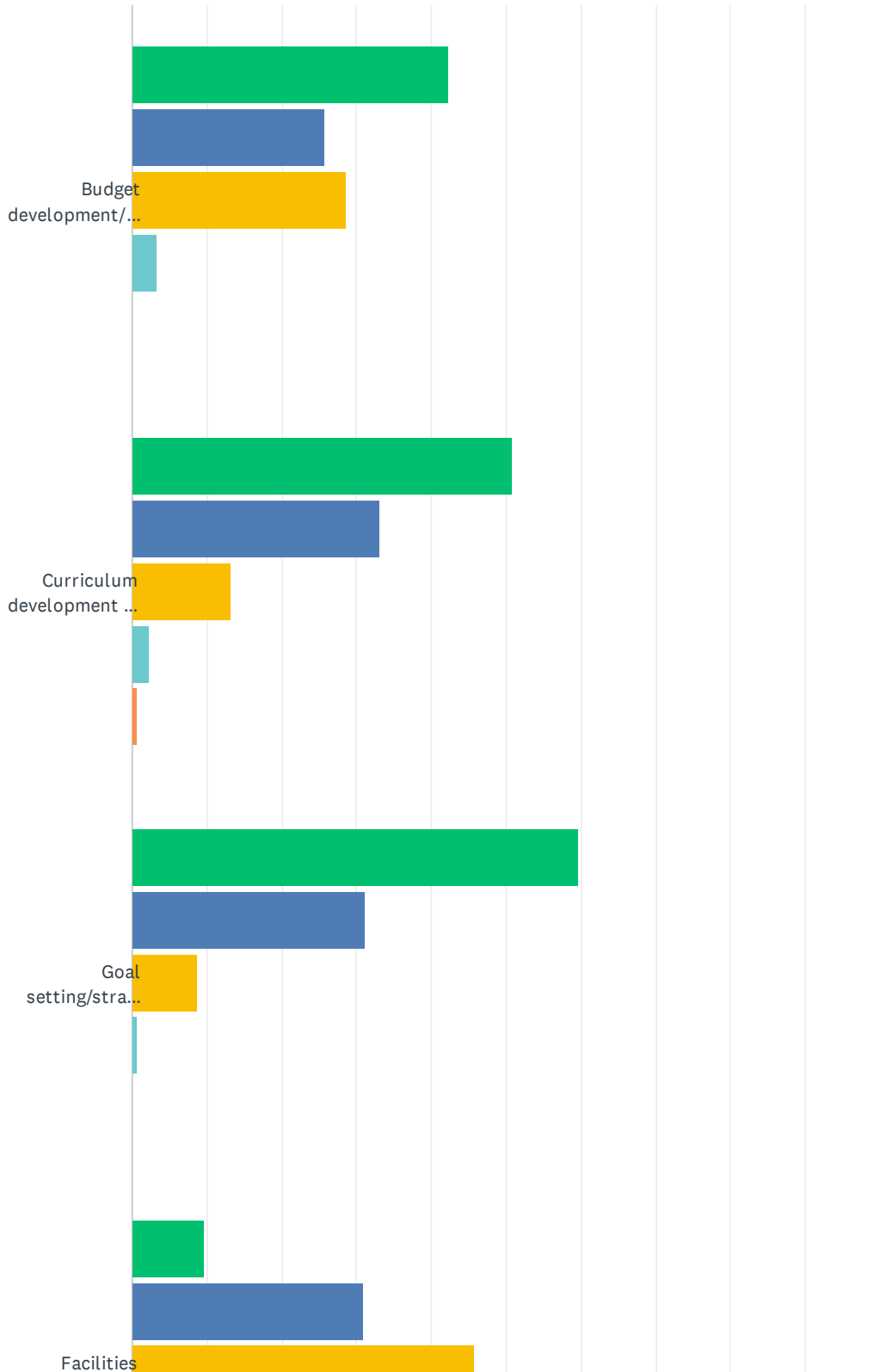


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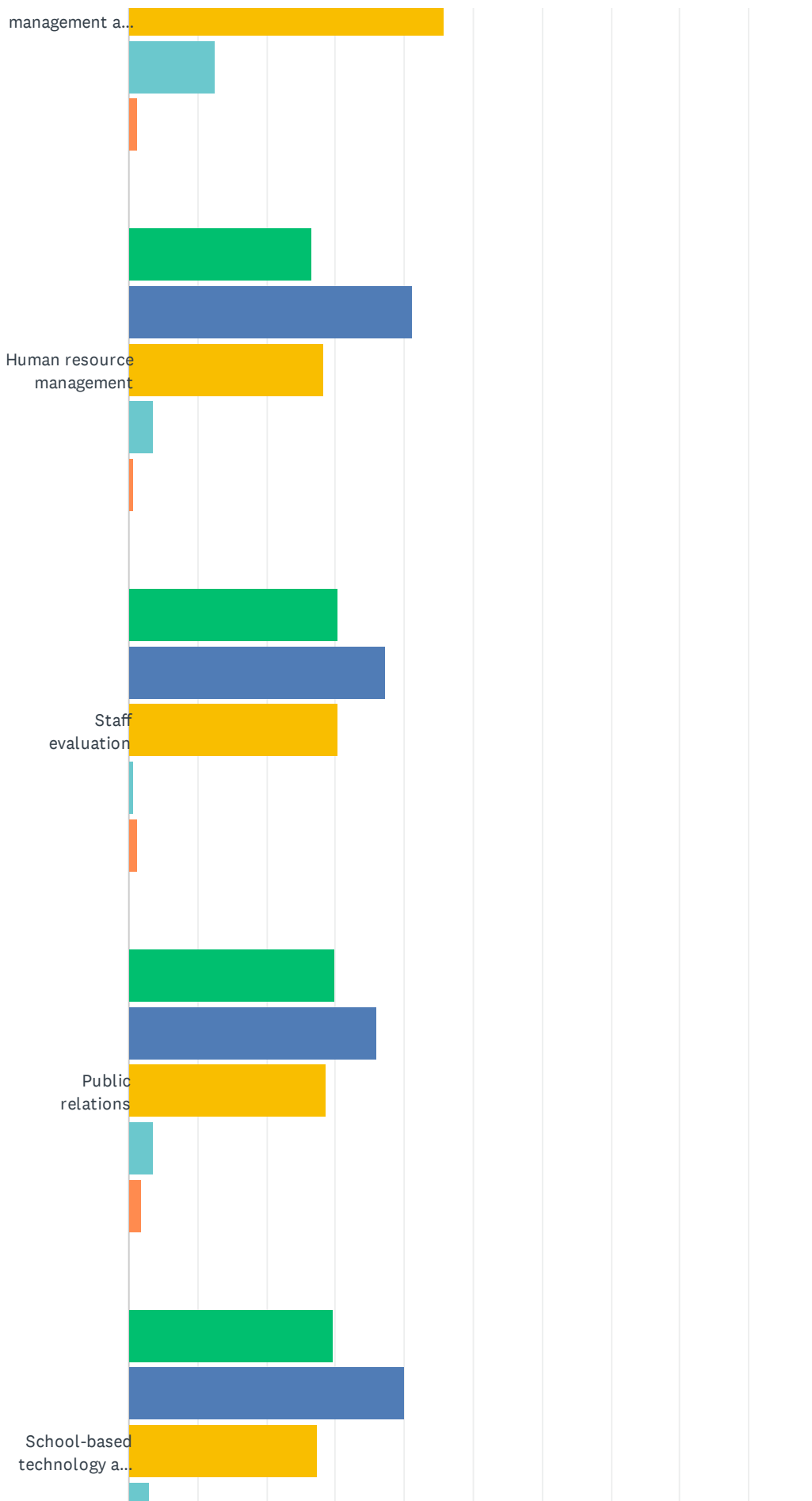
ANSWER CHOICES	RESPONSES	
Superintendent in another school district	52.80%	113
Building Principal	52.80%	113
Teacher	48.60%	104
Assistant Superintendent	46.73%	100
Leadership position outside of education	18.22%	39
Special Education Director	15.89%	34
Curriculum Specialist	13.08%	28
Finance Director/Business Manager	10.75%	23
Prior experience doesn't matter as long as the candidate has the right skill set	10.28%	22
Human Resources Director	3.74%	8
Total Respondents: 214		

Q6 Listed below are specific areas of expertise that superintendent candidates may possess. From your perspective, how much weight should the School Committee place on each area?

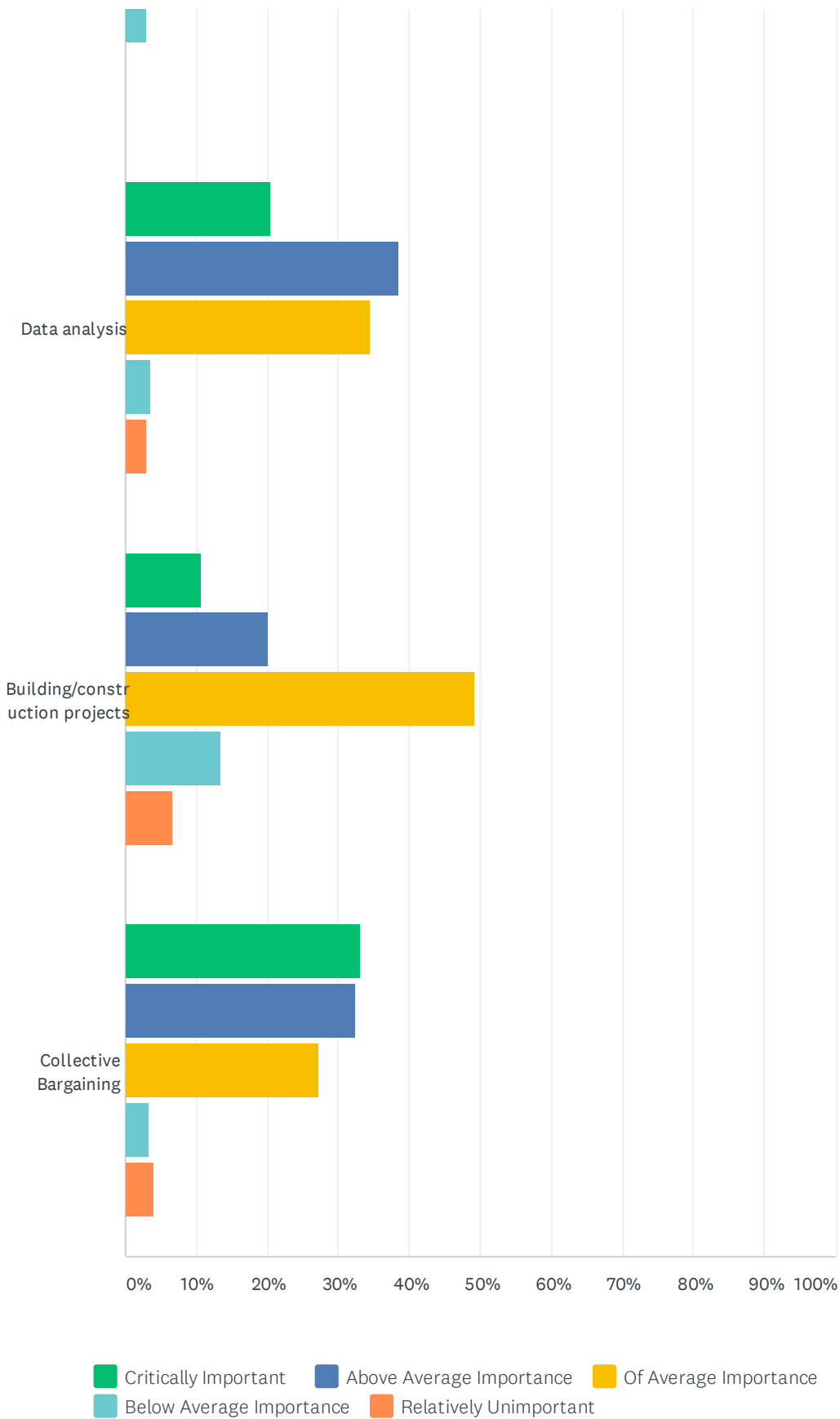
Answered: 213 Skipped: 1



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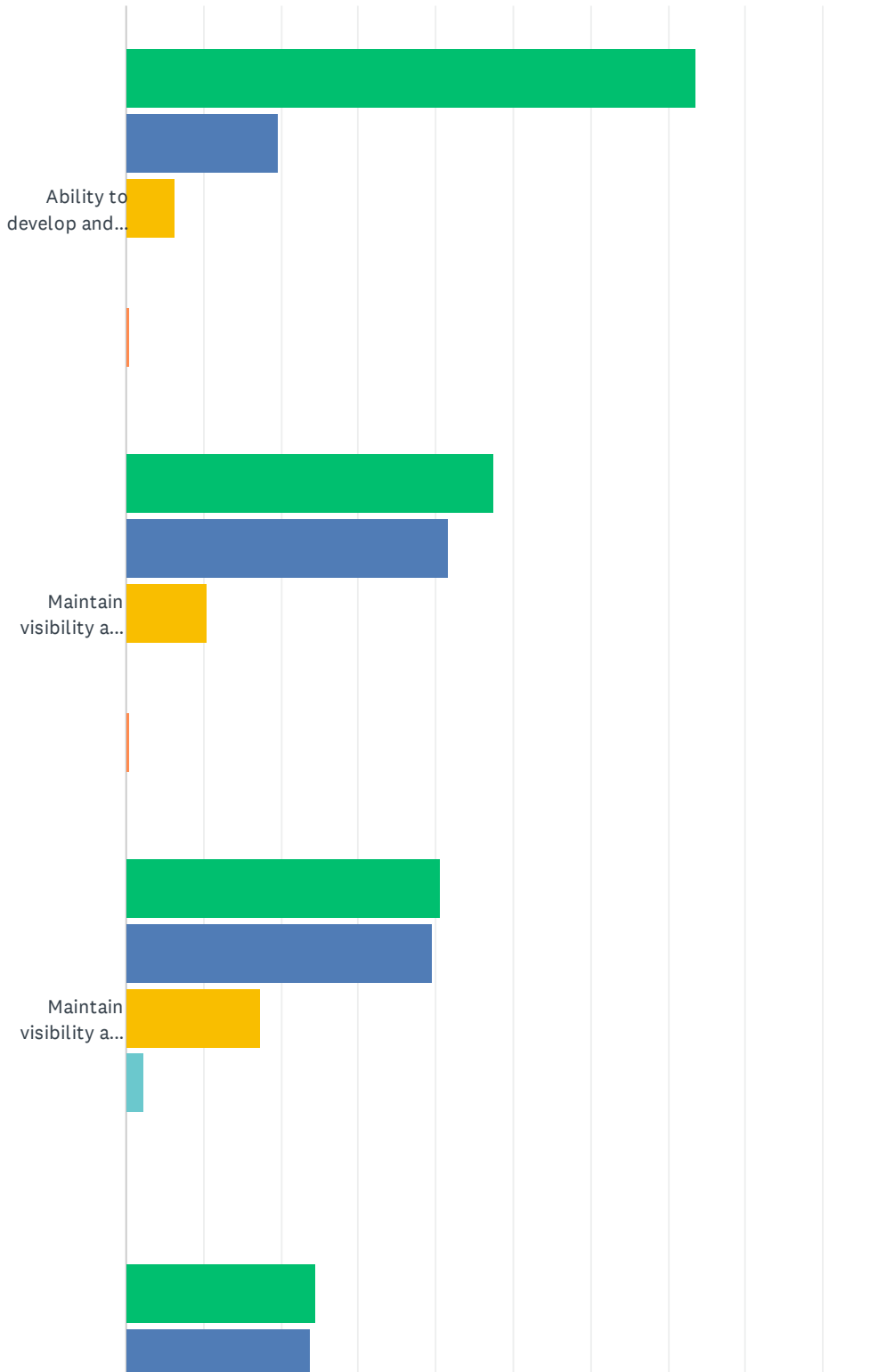


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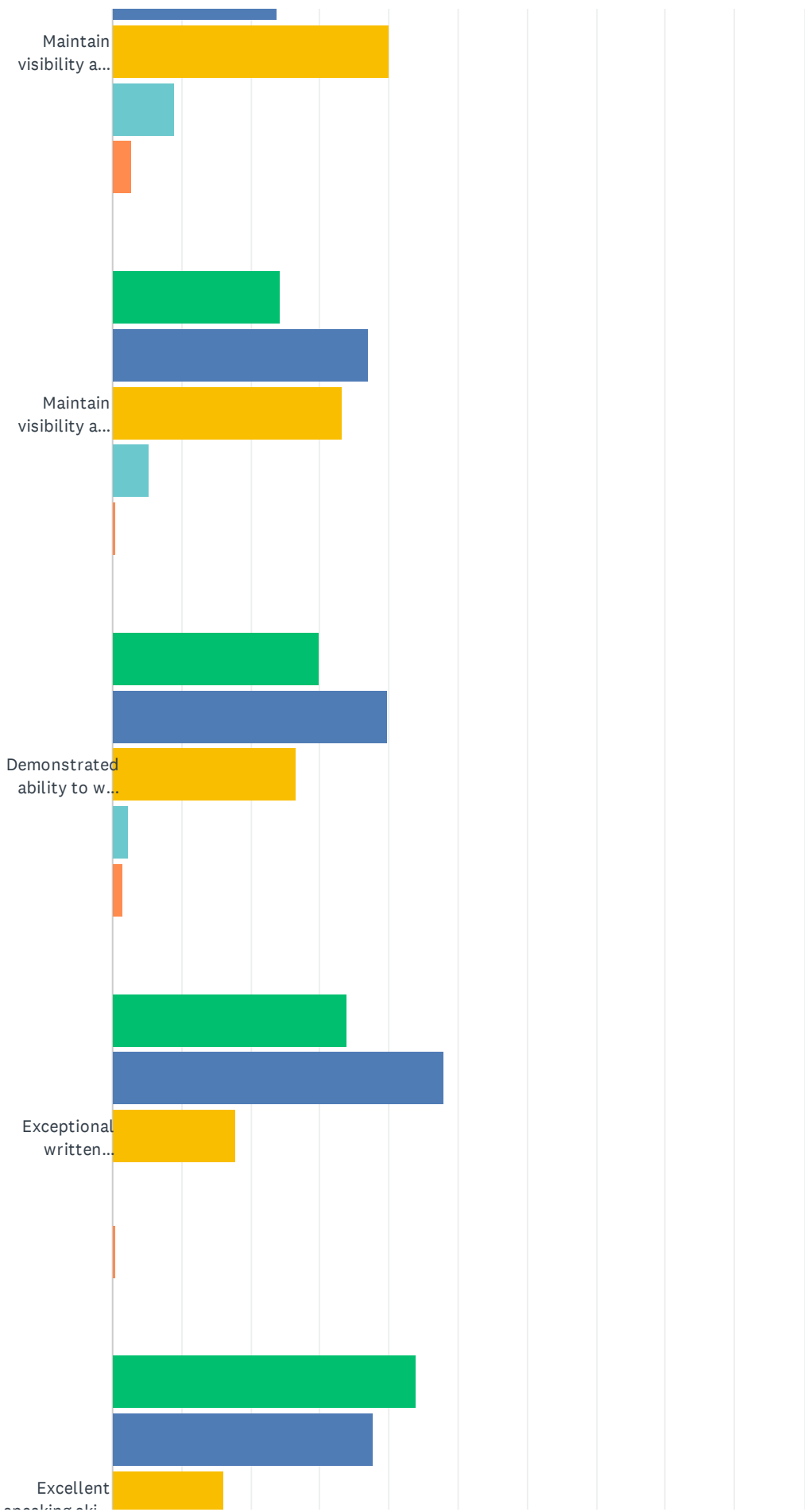
	CRITICALLY IMPORTANT	ABOVE AVERAGE IMPORTANCE	OF AVERAGE IMPORTANCE	BELOW AVERAGE IMPORTANCE	RELATIVELY UNIMPORTANT	TOTAL
Budget development/management	42.31% 77	25.82% 47	28.57% 52	3.30% 6	0.00% 0	182
Curriculum development and evaluation	50.83% 92	33.15% 60	13.26% 24	2.21% 4	0.55% 1	181
Goal setting/strategic planning and implementation	59.56% 109	31.15% 57	8.74% 16	0.55% 1	0.00% 0	183
Facilities management and development	9.52% 16	30.95% 52	45.83% 77	12.50% 21	1.19% 2	168
Human resource management	26.47% 45	41.18% 70	28.24% 48	3.53% 6	0.59% 1	170
Staff evaluation	30.43% 49	37.27% 60	30.43% 49	0.62% 1	1.24% 2	161
Public relations	29.94% 50	35.93% 60	28.74% 48	3.59% 6	1.80% 3	167
School-based technology and digital learning	29.76% 50	39.88% 67	27.38% 46	2.98% 5	0.00% 0	168
Data analysis	20.47% 35	38.60% 66	34.50% 59	3.51% 6	2.92% 5	171
Building/construction projects	10.61% 19	20.11% 36	49.16% 88	13.41% 24	6.70% 12	179
Collective Bargaining	32.95% 58	32.39% 57	27.27% 48	3.41% 6	3.98% 7	176

Q7 Listed below are specific experiences and skill areas that could be important when evaluating the superintendent candidates. From your perspective, how much weight should the School Committee place on each area?

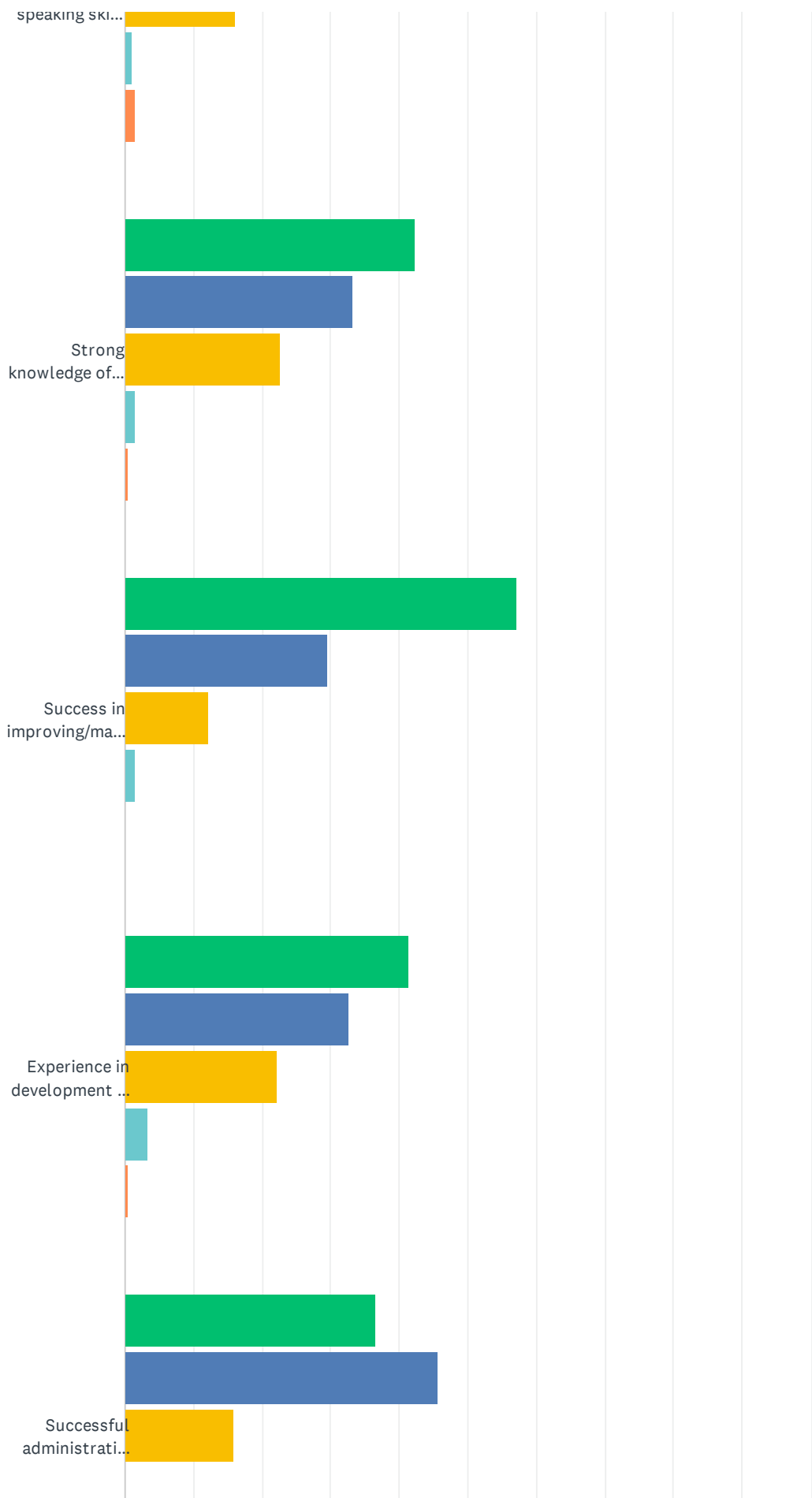
Answered: 214 Skipped: 0



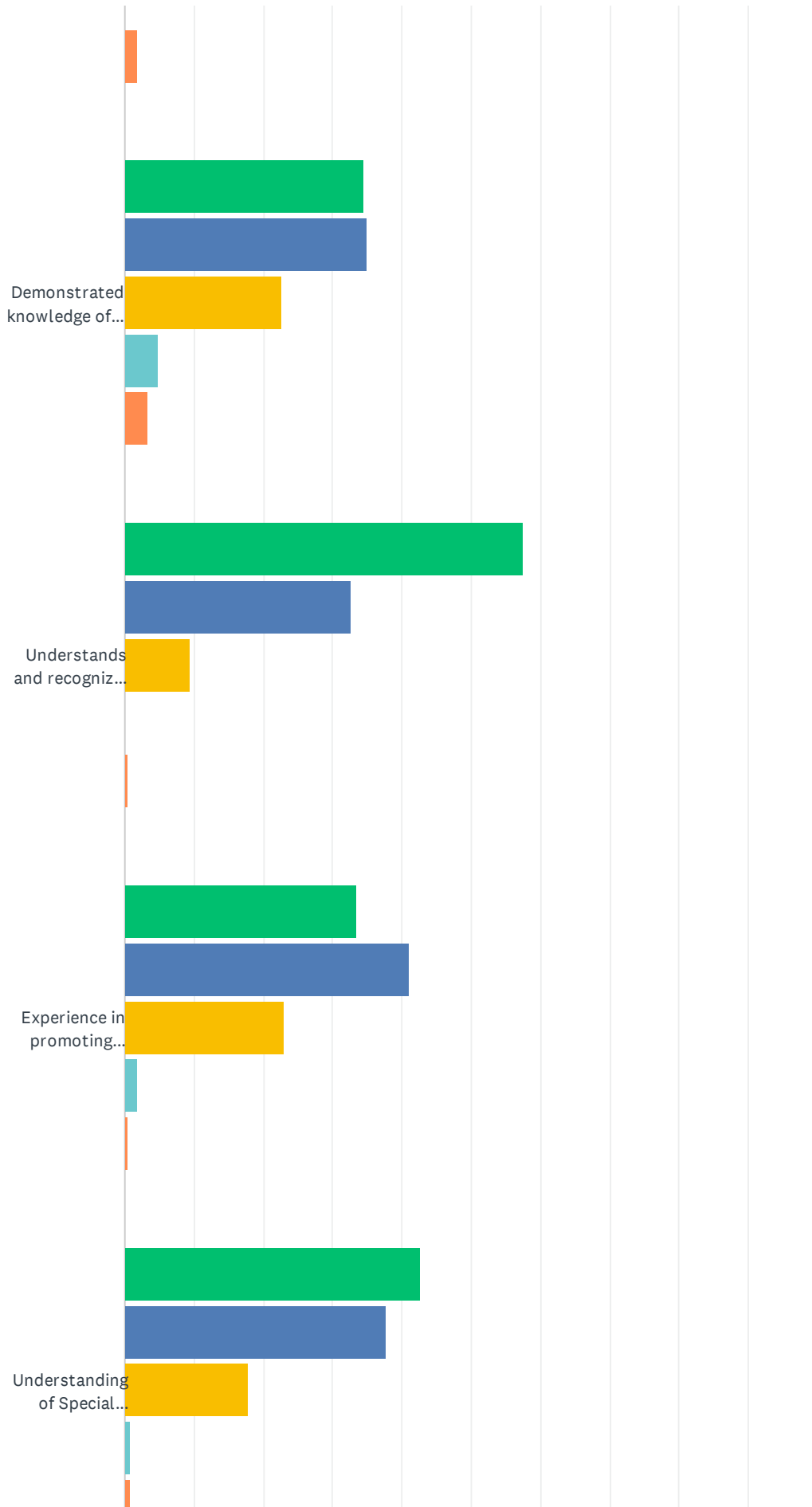
Reading Superintendent Search Survey



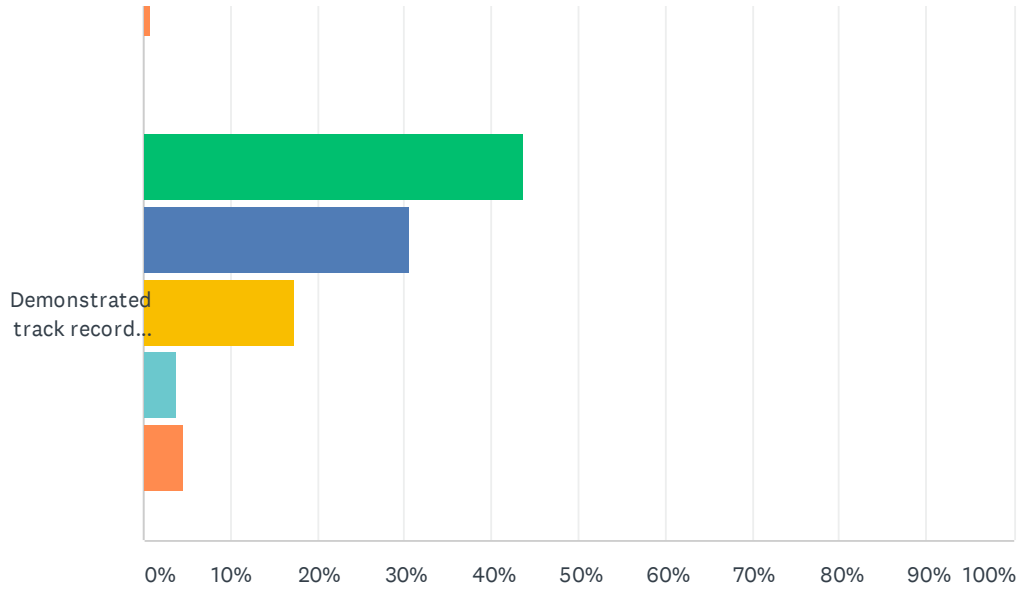
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Reading Superintendent Search Survey



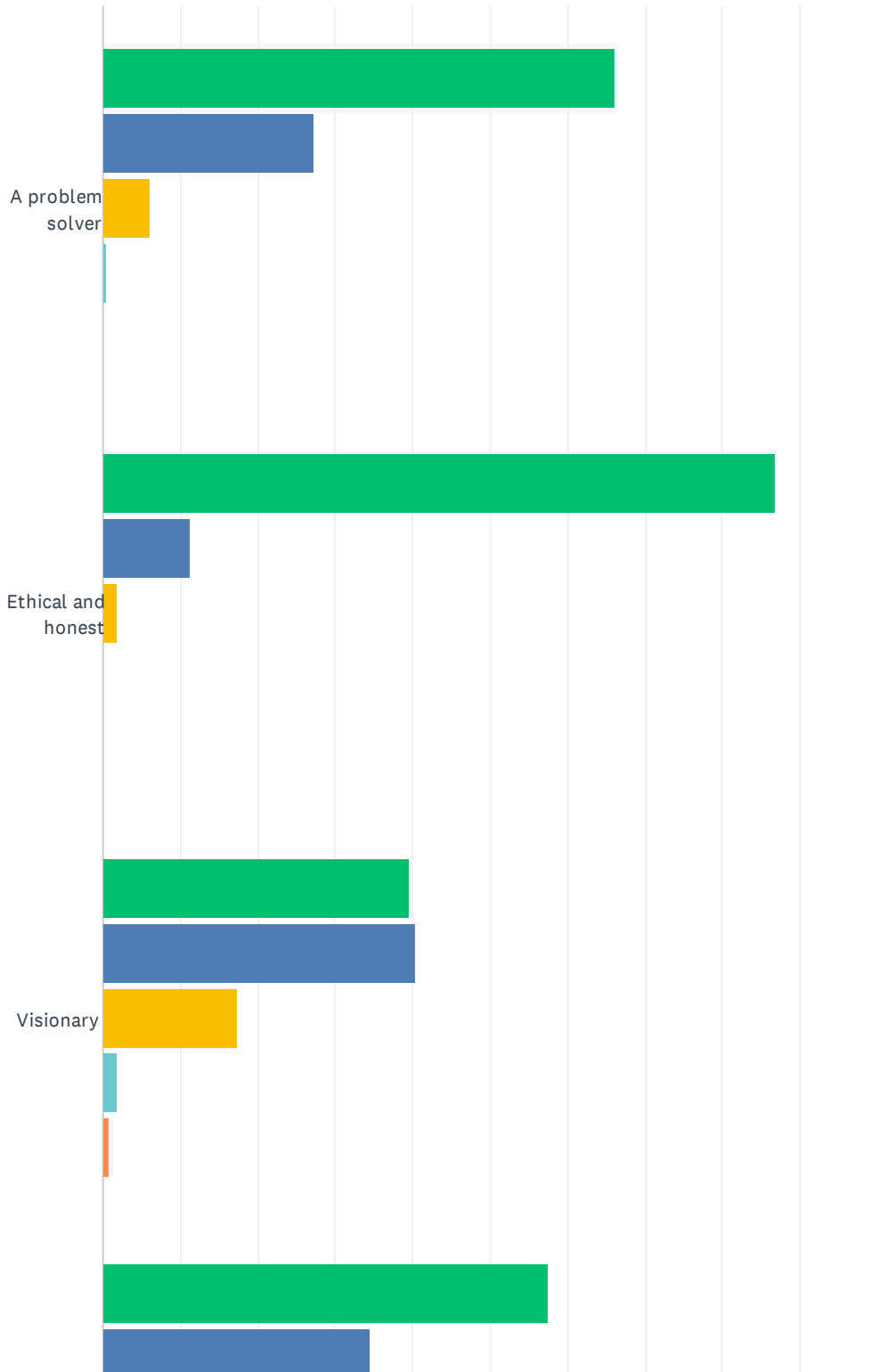
Critically Important Above Average Importance Of Average Importance
Below Average Importance Relatively Unimportant

Reading Superintendent Search Survey

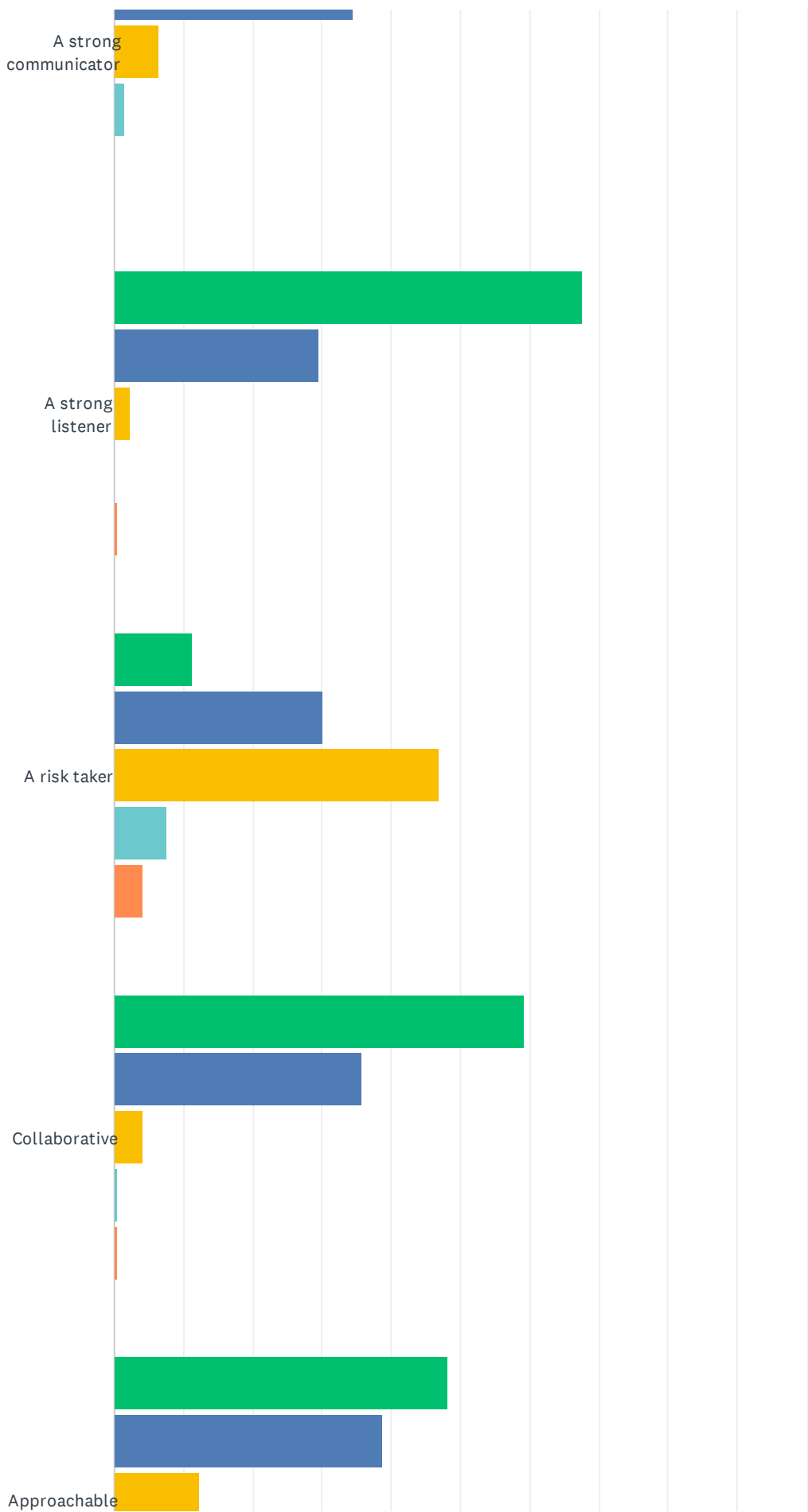
	CRITICALLY IMPORTANT	ABOVE AVERAGE IMPORTANCE	OF AVERAGE IMPORTANCE	BELOW AVERAGE IMPORTANCE	RELATIVELY UNIMPORTANT	TOTAL
Ability to develop and direct an effective Administrative Leadership Team	73.68% 154	19.62% 41	6.22% 13	0.00% 0	0.48% 1	209
Maintain visibility and accessibility to staff	47.39% 100	41.71% 88	10.43% 22	0.00% 0	0.47% 1	211
Maintain visibility and accessibility to parents	40.57% 86	39.62% 84	17.45% 37	2.36% 5	0.00% 0	212
Maintain visibility and accessibility to students	24.41% 52	23.94% 51	39.91% 85	8.92% 19	2.82% 6	213
Maintain visibility and accessibility to the community	24.17% 51	36.97% 78	33.18% 70	5.21% 11	0.47% 1	211
Demonstrated ability to work with elected officials beyond the School Committee	29.86% 63	39.81% 84	26.54% 56	2.37% 5	1.42% 3	211
Exceptional written communication skills	33.97% 71	47.85% 100	17.70% 37	0.00% 0	0.48% 1	209
Excellent speaking skills with large and small groups	43.87% 93	37.74% 80	16.04% 34	0.94% 2	1.42% 3	212
Strong knowledge of and experience with school finance	42.25% 90	33.33% 71	22.54% 48	1.41% 3	0.47% 1	213
Success in improving/maintaining high academic performance	57.01% 122	29.44% 63	12.15% 26	1.40% 3	0.00% 0	214
Experience in development and implementation of curriculum	41.51% 88	32.55% 69	22.17% 47	3.30% 7	0.47% 1	212
Successful administrative experience	36.62% 78	45.54% 97	15.96% 34	0.00% 0	1.88% 4	213
Demonstrated knowledge of Social Emotional learning	34.43% 73	34.91% 74	22.64% 48	4.72% 10	3.30% 7	212
Understands and recognizes good teaching	57.55% 122	32.55% 69	9.43% 20	0.00% 0	0.47% 1	212
Experience in promoting professional development for all staff	33.49% 71	41.04% 87	23.11% 49	1.89% 4	0.47% 1	212
Understanding of Special Education	42.72% 91	37.56% 80	17.84% 38	0.94% 2	0.94% 2	213
Demonstrated track record of promoting diversity and inclusion in staff, students and community	43.66% 93	30.52% 65	17.37% 37	3.76% 8	4.69% 10	213

Q8 Listed below are personal characteristics that different superintendent candidates could possess. From your perspective, how much weight should the School Committee place on each personal characteristic when assessing each candidate?

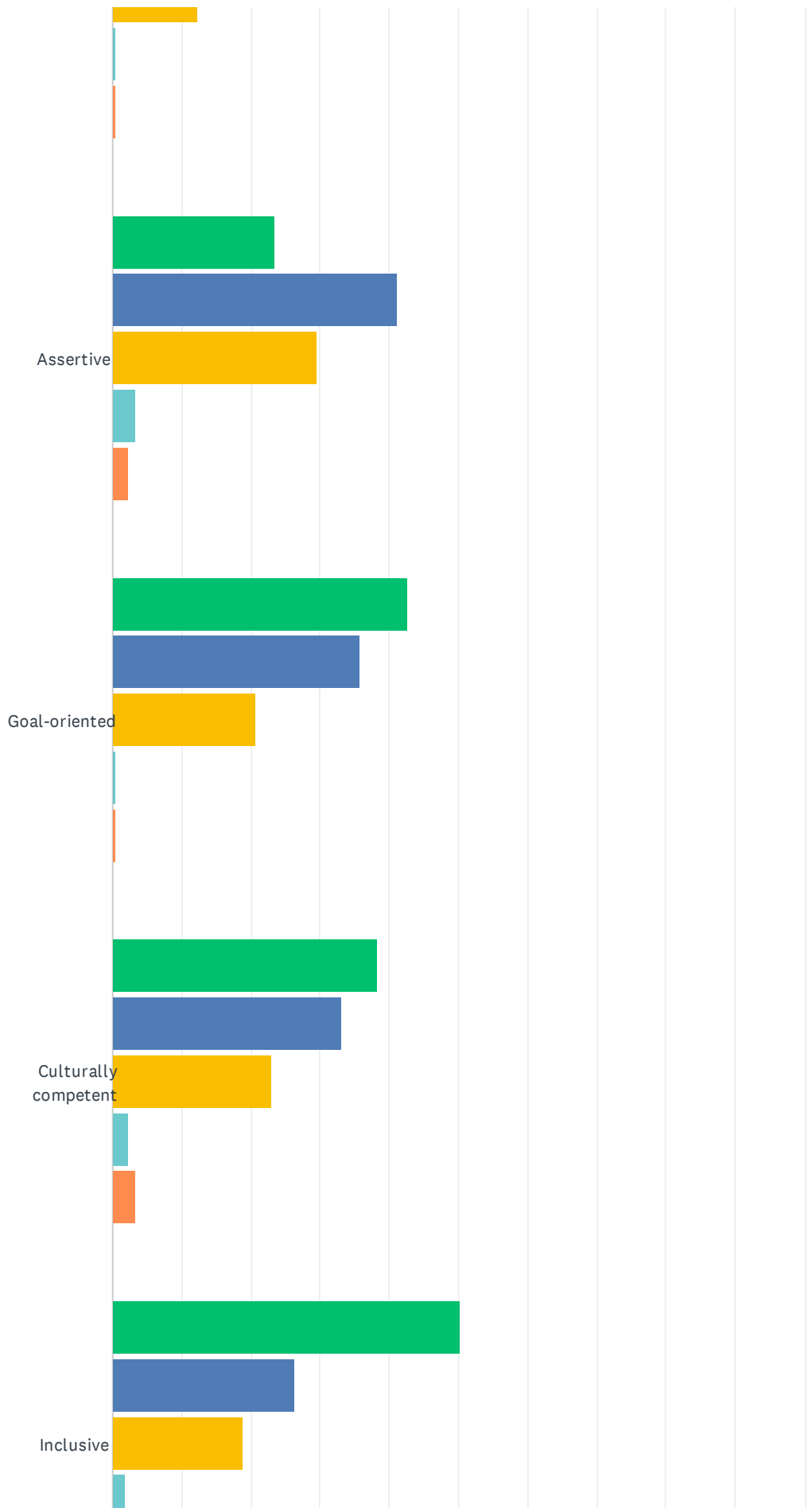
Answered: 214 Skipped: 0



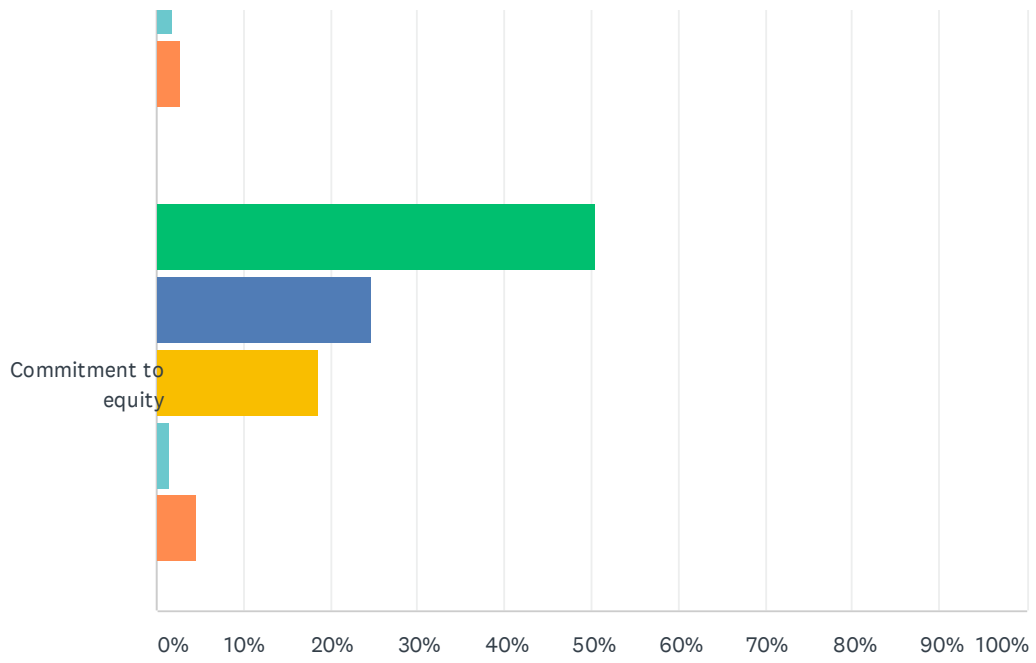
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Reading Superintendent Search Survey



Reading Superintendent Search Survey



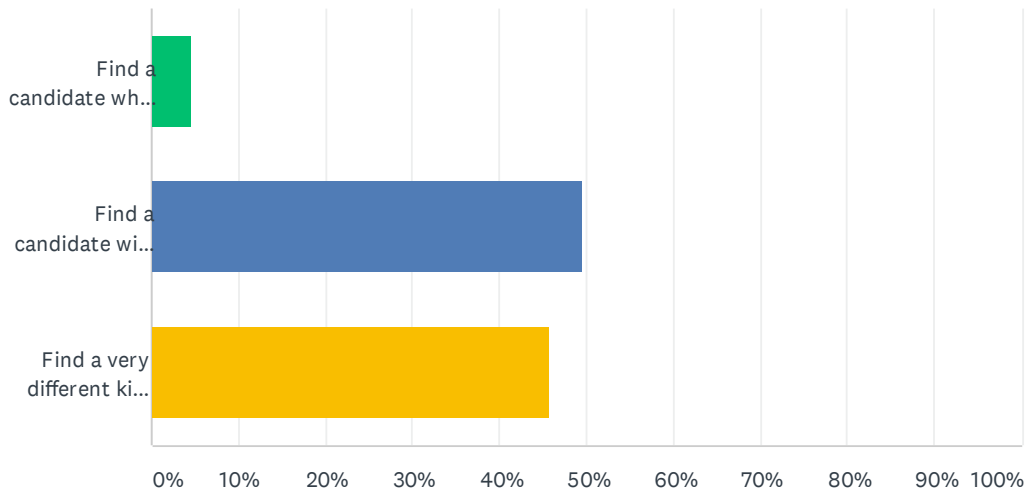
Critically Important Above Average Importance Of Average Importance
Below Average Importance Relatively Unimportant

Reading Superintendent Search Survey

	CRITICALLY IMPORTANT	ABOVE AVERAGE IMPORTANCE	OF AVERAGE IMPORTANCE	BELOW AVERAGE IMPORTANCE	RELATIVELY UNIMPORTANT	TOTAL
A problem solver	66.20% 141	27.23% 58	6.10% 13	0.47% 1	0.00% 0	213
Ethical and honest	86.92% 186	11.21% 24	1.87% 4	0.00% 0	0.00% 0	214
Visionary	39.44% 84	40.38% 86	17.37% 37	1.88% 4	0.94% 2	213
A strong communicator	57.48% 123	34.58% 74	6.54% 14	1.40% 3	0.00% 0	214
A strong listener	67.61% 144	29.58% 63	2.35% 5	0.00% 0	0.47% 1	213
A risk taker	11.27% 24	30.05% 64	46.95% 100	7.51% 16	4.23% 9	213
Collaborative	59.15% 126	35.68% 76	4.23% 9	0.47% 1	0.47% 1	213
Approachable	48.11% 102	38.68% 82	12.26% 26	0.47% 1	0.47% 1	212
Assertive	23.47% 50	41.31% 88	29.58% 63	3.29% 7	2.35% 5	213
Goal-oriented	42.72% 91	35.68% 76	20.66% 44	0.47% 1	0.47% 1	213
Culturally competent	38.21% 81	33.02% 70	23.11% 49	2.36% 5	3.30% 7	212
Inclusive	50.23% 107	26.29% 56	18.78% 40	1.88% 4	2.82% 6	213
Commitment to equity	50.47% 108	24.77% 53	18.69% 40	1.40% 3	4.67% 10	214

Q9 In choosing the next superintendent, which path or strategy below do you think the School Committee should take?

Answered: 214 Skipped: 0



ANSWER CHOICES	RESPONSES
Find a candidate who will stay the course and continue the good work of the current administration.	4.67% 10
Find a candidate with the same basic educational and management philosophy as the current administration, but who can make some necessary changes.	49.53% 106
Find a very different kind of candidate - one who is ready to take the Reading Public Schools in a significantly different direction.	45.79% 98
TOTAL	214

Q10 Tell us why you chose your answer above. If you think the District should stay the course, what aspects of the District give you confidence in its leadership? If you think the course of the District should change, what changes would you like the new superintendent to make and why?

Answered: 197 Skipped: 17

Reading Superintendent Search Survey

#	RESPONSES	DATE
1	I have no confidence in the current administration. We need to be adaptable and pivot quickly. If schools close, remote attendance is NOT optional. Teachers MUST teach new material. We CANNOT stop teaching spelling and math in lieu of other subjects, particularly at the elementary level. We are a great town and have some great teachers. We can do better and we should do better. And the administration needs to be held accountable.	11/19/2020 4:33 PM
2	I'm caught between choice 2 and 3. There are some good things that the district and administrative team are doing now, and great principals, for examples. But we have a leader who is good about checking boxes, but who isn't strong with being visionary and creating a path for that vision that truly moves the district. -I think it's time to move away from hiring internally and to see what an outside perspective can bring to our district.	11/19/2020 10:05 AM
3	I want to see the next superintendent move the district forward. Be bold, make changes, what we are doing now is not working anymore. Push the boundaries. At RMHS think outside the box with electives, open campus, no PE for varsity athletes, loosen elective requirements so students can take classes they will enjoy and thrive	11/18/2020 9:32 PM
4	I have been continually disappointed by the Reading Schools in the last 10 years. We have been very slow returning kids to the classroom especially in early fall when Covid numbers were lower. The staffing issue should have been anticipated and addressed in a proactive vs reactive fashion. It's outrageous that the high schools are in only 2 out of 10 days and unacceptable that grades 3-5 have barely returned to school. It's very disheartening and a big disappointment. And the volunteer effort to get parent volunteers was a big surprise. Why spend time and energy and rally people to volunteer and help only to cancel after hours of energy and effort has been put forth? An example Of the lack of planning or ability for the superintendent to cast aside plans the school committee made (with the best intentions in mind). Optically speaking it appeared unorganized (and no dig on Carla who spearheaded the entire effort). She did well and stepped up and I can't understand why Covid risk wasn't already considered before the plans were rolled out. Thank you.	11/18/2020 5:04 PM
5	The district would benefit from a more proactive approach to issues rather than reactive if we wish to excel as a district. Leaving chronic issues of building maintenance, lack of technology, and difficulty finding qualified staff for certain positions / substitutes because we pay less than surrounding districts unsolved does a disservice to students and leaves educators discouraged.	11/17/2020 9:06 PM
6	Next superintendent should be from outside of Reading	11/17/2020 9:05 PM
7	Reading has focused with a crippling middle-class anxiety on academic performance and keeping up with the Ws. Our academic performance is decent and everyone knows STEM. But it's time to get focus on the Whole Child, and on supporting modern families in a changing world. Fully funded Kindergarten including visual art, expansive recess and open play, to give our kids the social-emotional learning they need to truly succeed. De-stress these kids and their parents both. The world doesn't need more programmers, or lawyers, it needs healers, storytellers, and visionaries. Let this last year teach us that slowing down and looking critically and what our kids truly need, and listening to them, will guide us to the best way forward.	11/17/2020 9:02 PM
8	My feeling is that we need to hire good people who can effectively perform their jobs. The Superintendent does not need to be a master of all of these areas. He or she needs to get the right people in place to work well together. For example, running a district with a Human Resources Director was a recipe for disaster. Our Superintendent should not have to focus on hiring para educators during these trying times but unfortunately we lost a major role in our team. We now need to build a team that is going to work together smarter to prepare our district for the future.	11/17/2020 7:36 PM
9	There needs to be more consistency from school to school at same grade levels...adopted policies, instructional approaches, curriculum, homework, etc should be consistent and based on research/experienced-based decisions by educators and administrators collaboratively. There needs to be a increased effort placed on accessibility of social emotional support for students and training for both students and staff to gain understandings of social-emotional related issues such as trauma, anxiety, diversity, learning needs, etc	11/17/2020 7:07 PM
10	Making the schools inclusive, safe environment for all	11/17/2020 6:29 PM
11	under the current Supt - student performance has decreased, teacher/staff morale has decreased, parent satisfaction has decreased, test scores have decreased, the schools are	11/17/2020 2:00 PM

Reading Superintendent Search Survey

	not run by the supt, but by the union. good teachers are leaving	
12	We need a flexible problem solver who can think outside of the box, and work on a budget. Better communication with parents and staff, and less reactionary, more proactive.	11/17/2020 12:33 PM
13	The current path of the reading public schools doesn't seem like the right one	11/16/2020 9:47 PM
14	see responses above	11/16/2020 7:13 PM
15	There is little trust of the current leadership. We need to change the culture.	11/16/2020 5:57 PM
16	RPS needs a new direction. I have had children in the system since 2010 and have witnessed a steady, consistent decline under the current leadership. Failed implementations of common core, adopting new report cards and curriculum without good staff training, very poor management of enrollment variations in kindergarten, lying to parents and playing with words to justify bad decisions, micro management of staff, no direction or goals for the school system beyond vague ones that are never met, high staff turnover in top level administrative positions, etc. We should have been a district by now with 1:1 device program, full day kindergarten for all, better range of high school classes, foreign language in grade 6 or earlier, etc., like all of the towns around us. Instead, we have less and less each year even as the budget grows more and more. The Superintendent got his override and still nothing got better. Enrollment has decreased significantly in past 10 years, and yet budget has gone up, and fewer programs, courses, opportunities for most students. Much effort has been put into growing a special ed program with no clear information on whether it is producing results. I don't understand why our district tends to do things so differently than other districts.	11/16/2020 5:17 PM
17	I think 21st century needs require a bit of a rethink from our current path. My impression of Reading as a school district is of an organization that purports to value excellence, but is actually a bit complacent in its middleschool/highschool offerings for students. I'd like to see a greater diversity of opportunity for music, art, and AP courses. I'd like to see an incorporation of industrial arts at the middle-school level, to offer all learners greater exposure to alternate pathways to success. I'd like to see a greater emphasis on curriculum development at the elementary level.	11/16/2020 3:27 PM
18	It's time for change. The Reading school system isn't the best especially from a social environment.	11/16/2020 2:39 PM
19	No such thing as stay the course-2020 proved that undeniably. Lots of positives happening with Reading School system, but until we are back in the top 50 school systems within the state , more work to be done.	11/16/2020 2:03 PM
20	I meant to click the one where it said take us in a different direction. We are so concerned about the lack of academic focus. So many families are leaving and going private. It doesn't have to be this way. There are highly educated families in town. They aren't fooled by all the talk. We can see the test scores and they aren't good.	11/16/2020 1:19 PM
21	Teacher and more notably principal turnover is an issue.	11/16/2020 1:07 PM
22	The Country is changing and Reading Public School has the opportunity to be the leaders through the drastic changes we can make to our curriculum, staff, and overall outlook.	11/16/2020 12:41 PM
23	The SPED director and assistant director honestly, have handled a lot of things in my opinion unprofessionally (especially during closure). They don't seem to listen to staff, develop consistency, or invest in PD. On the curriculum end, the current curriculum doesn't address spelling past 2nd grade, or phonemic awareness at all. We see too many students who haven't picked up these skills by middle elementary when they are still developed and are needed. I think in general we need a different direction to make things consistent, inclusive, and welcoming for all.	11/16/2020 12:27 PM
24	COVID has brought opportunities to break the proverbial mold in many aspects of public education for the better, and I hope to capitalize on this mindset and some changes once we are able to return to normal. I think RPS has the perfect opportunity to onboard a superintendent who shares this outlook and isn't afraid to try new things. I also think that the superintendent's office has spent an inordinate amount of time humoring some parents and community members over the years who want nothing but to second guess our every move, and I would like the new superintendent to free the staff from having to manage these interruptions by asserting that they are beyond the scope of the community.	11/16/2020 12:14 PM
25	Like many positions (outside of education) I feel as though bringing in a outside person will add	11/16/2020 12:12 PM

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a new perspective. We need someone who is willing to work with the surrounding towns to make sure that we are par. We need someone who can ensure that our fabulous teachers are taken care of. (contract in place, if there is not one) We also need someone who will listen to parents and take their concerns seriously.

26	I meant to click the one where it said take us in a different direction. We are so concerned about the lack of academic focus. So many families are leaving and going private. It doesn't have to be this way. There are highly educated families in town. They aren't fooled by all the talk. We can see the test scores and they aren't good.	11/16/2020 12:10 PM
27	Needs to be able to build and retain staff; teachers, principals - particularly at the HS level. Make teachers and principals feel inclusive with the issues. **Please build a compensation plan for the new Superintendent that includes retention goals and job satisfaction ratings. There should be no "automatic" increase built in without the Superintendent doing their job.	11/16/2020 12:06 PM
28	I feel like we have been stagnant and not enough change has taken place to make a significant difference in the way things are going	11/16/2020 11:51 AM
29	I think Dr. Doherty has done a wonderful job overall. And yet, there is always room for improvement for any district.	11/16/2020 11:50 AM
30	Current SI has not been 'good for the team'	11/16/2020 11:47 AM
31	I appreciate the current superintendents leadership however I am of the strong belief that we need major changes. The current administration did not take parent input into decision making enough, was too unwilling to implement changes when needed and very stuck to their plan even if the plan isnt working. We need someone who leans into teacher feedback, gets creative and makes changes to put reading back into a top school district. we have more turnover, cant fill positions and pay less all of which stems from the culture the current superintendent has created. We need new ideas, curriculum and a focus on best interest of the kids first. In the environment of coronavirus we need a bold decision maker willing to come in and make the changes we need to put on par with the other top towns in the state. Reading is continuing to fall behind and with a crisis under way we need to make sure our kids are being thought of first!	11/16/2020 11:47 AM
32	Mostly because I think it's worth hiring from another district so we can have new ideas. Not sure anything is wrong with our course but fresh thoughts are always a good idea in my opinion.	11/16/2020 11:40 AM
33	I think we need to go with the times and it is time for new prospective	11/16/2020 11:39 AM
34	More continuity. Better decision making process. More preparedness.	11/16/2020 10:53 AM
35	Dr Doherty is engaged with staff students and communicates well with community. He is constantly looking for ways to move us forward yet holds the ship steady where we shine. He let's his staff do their job and be creative.	11/16/2020 6:25 AM
36	Develop a better methodology to evaluate teacher performance, especially at the high school level. There are way too many teachers simply dialing it in, requiring students to teach themselves. Those same teachers also tend to not post grades timely (on both the portal and Google classroom), leaving students and parents in the dark until report cards are issued.	11/15/2020 10:14 PM
37	Financially, there seems to be a focus on maintaining a variety of programs, tools (languages, tech, full day Kinder, sciences, etc.); health & safety for faculty & students; good 2-way communication with families; high standards.	11/15/2020 12:01 PM
38	I would like to see the new superintendent push to make our school less racist as a whole with history about all people and books that not just white students can relate and be interested to. Have teachers go through training so that they know about microaggressions. I think that that's really important and something that should be considered. Ideally, I would like to see a person of color or a member of the LGBTQ+ community as the next superintendent.	11/15/2020 11:10 AM
39	I feel that our district needs to have a bolder vision, give teachers leadership opportunities, advocate for better school financing, and finally, figure out what the district stands for. Our leadership has been low on vision, high on management. They have not inspired and included.	11/15/2020 6:37 AM
40	Over the past 50 years I have seen the District improve the quality of education for the students followed by a slow decline in its quality. Reading educational ratings have fallen compared to towns we are always compared to. Far too much teacher, administrative turnover	11/14/2020 7:20 AM

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due to present central administration. Having taught 46 years, 35 in Reading and 11 in a private school, I have seen my share of excellent and poor administrators.

41	Supportive of staff, pay cut for administration and reallocate funds to make pay for teachers and para professionals of surrounding towns competitive, creative ideas on staff retention	11/13/2020 2:57 PM
42	RPS needs a visionary willing to look at the system objectively. I feel strongly they need to look outside the community	11/13/2020 10:06 AM
43	I would like to see the new superintendent have a deeper understanding of special education and a vision on how to promote inclusion beyond the programs being in the buildings/district. Also, I would like to see a leader who is equitable in his/her approach to all learners and the varying styles our students possess.	11/12/2020 10:49 PM
44	Chris Kelley is ready to boldly take our schools on an antiracist path so that we are educating our students of color fairly and so that our white students are educated about race as well! John Doherty has been a hurdle for this work and we need someone who will support the work the teachers and other leaders in our district are working towards. The work is happening, but it needs to be not only supported but led by the district.	11/12/2020 7:12 PM
45	Under currently leadership, the district has become stagnant. There has not been real growth, nor any real goal-setting for a long time. In fact, it seems as if there has been an active avoidance of the fact that our district has been decreasing in quality over time. We need to be shaken up. We need to strive for more, to set high expectations for ourselves, and to be able to say, that we can continue to work to do BETTER. We need a leader who can set an assertive goal to reach and lead the way there. Otherwise, we will keep losing good teachers to other districts, we will continue to provide an average level education for our students, and we will continue to be middle of the road as a district. It is time to reset and we need someone strong enough to make that difference.	11/12/2020 5:25 PM
46	I think the district has made gains in anti-bias work, inclusion of students with disabilities, and curriculum choices at the elementary level that have all been successful. I would like to continue to maintain that work and build on it moving forward.	11/12/2020 4:47 PM
47	We have been under the same leadership for over a decade. Education has changed substantially while our district has lagged behind. An articulated commitment to being at the forefront of change has not played out in actuality. This can be seen in how ill-prepared we were to move to remote/hybrid instruction. Much of the decision making is made by one person with little transparency about the process. Additionally, there is little confidence among staff that central office decisions are made fairly or based on an ethic of care. Decisions can be made to prioritize students and learning without demoralizing or overburdening teachers and building staff.	11/12/2020 3:48 PM
48	I would like to see the District reign in on being first with new changes and initiatives. The focus needs to return on the building blocks of strong classroom teaching and developmental practices for students. Decisions need to be made involving the parties at that grade level in the conversation prior to the public hearing the decision. We are working in very different times and what is being asked with of students with the resources available is just not sustainable. Emotional health and balanced teaching/learning needs to be at the forefront. Clear communication needs to be maintained.	11/12/2020 3:32 PM
49	Current local/national situations call for novel approaches Current admin has been dedicated to RPS and recognized as a leader outside of the system. Thank you, John	11/12/2020 3:29 PM
50	Do not allow nepotism to continue to affect the Reading Public Schools. Kids need to be challenged and not coddled, remember that. Focus on the middle group of students as they are often ignored and they can make or break the performance and reputation of Reading Public Schools.	11/12/2020 2:53 PM
51	Due to Covid crisis, schools cannot 'stay the course'. The pandemic necessitates some course correction in order to help our students catch up on what was lost during the pandemic. Offering more summer programs could be a place to start.	11/12/2020 1:29 PM
52	I would like to see a superintendent who comes with fresh ideas to rejuvenate the schools and has the audacity to stand up to those who are not allowing our schools to progress forward. A Superintendent who may have their own administration they want to bring with them whom they've worked well with. We shouldn't choose a superintendent who is a current teacher in the	11/12/2020 10:04 AM

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district. The same goes for choosing an assistant superintendent. It would be nice to have someone from outside of Reading take these positions.

53	We need a cultural change from the top down. Expectations of excellence throughout the entire organization. No more excuses. This community wants and needs excellent, not average, education for our children. That starts with a vision and building a culture of excellence.	11/11/2020 11:41 PM
54	I think the new superintendent should fix the curriculum so that it isn't all over the place and students can easily strive for good grades	11/11/2020 5:59 PM
55	I am an educator in another town in MA. My contrasting experiences being a staff member in that district during the pandemic while being a parent of two children in the Reading Public Schools at the same time could not be more different. I think Dr. Doherty has shown calm and steady leadership during this crisis and is fundamentally open to new ideas & to criticism. He could stand to have someone look over his emails to make them more concise, but beyond that, I have been impressed with his leadership. You can't please all of the people all of the time, and a superintendent never will. But he/she needs to do what's in the best interest of kids first and foremost, followed by the faculty & staff who are dedicated to educating those children, as has been shown time again through the pandemic by the teachers of this district. A superintendent who easily bends to the will of a vocal minority of parents will not be doing best by the majority of students & staff - and that's what matters most.	11/11/2020 5:40 PM
56	More trust of admin from staff and families. More collaborative leadership, more innovation	11/11/2020 5:15 PM
57	Changes would probably be having teachers be more responsible. Also have better opportunities for students at school for higher academic success.	11/11/2020 3:41 PM
58	We moved to Reading because of its reputable school system, but felt it fell short of its reputation. We hope there are necessary changes to steer it to the right direction.	11/11/2020 1:05 PM
59	I would like to see a superintendent than values equity and is driven to reform our education system to better include history of marginalized groups to make students graduate well educated, socially and racially aware individuals.	11/11/2020 12:48 PM
60	More trust of admin from staff and families. More collaborative leadership, more innovation	11/11/2020 12:46 PM
61	We need to gain committed competent teachers who understand how important specifically the high school students need their education and special education in school to maintain at least and go beyond the regular standards of curriculum	11/11/2020 12:02 PM
62	see my answers above. High Schools across the land pride themselves on the percentage of students heading off to college, however check-in a year later and see that these numbers drop..... with an ever changing society we need to offer alternative paths and outcomes... post high school vocational opportunities, and affordable gap years that may foster and develop a career path for the students that choose this path. Reading needs to be able to accommodate the growing population, are trailers on the current school grounds going to continue to be the answer? offer alternative high school experiences; look at Billerica and their night school / work during the day option. Check out other districts... what is successful... use their successes and adapt them/ bring them to the Reading School District.	11/11/2020 12:01 PM
63	I would like the see the new superintendent give students more learning opportunities. Instead of being on the edge of making a day a snow day, make it a snow day but give us work online or make it through zoom. Make our education a big priority and try to find the best solution for learning. Maybe more trips for high school students to other countries or cities for site seeing and learning opportunities	11/11/2020 12:00 PM
64	We have fallen behind in many areas. Grow STEM. The local vocational schools are showing record numbers for enrollment , acknowledge that some kids leave because they need more hands on learning. There are many kids who go to RMHS who would thrive with a hands in learning model I am on my 4th child at RMHS and have seen many teachers amazing leave because they were unique or did not drink the Reading Kool Aide , we need to stop this . There are so many wonderful teachers but some miserable ones. Change that please ! Make it about the child and their learning experience again . We don't offer enough courses , we offer virtually no career development pathways and we should be .	11/11/2020 7:17 AM
65	More trust of admin from staff and families. More collaborative leadership, more innovation	11/11/2020 12:59 AM
66	I feel our district has moved away from a focus on strong academics in an effort to push everyone to the middle - in particular at the high school level. Moving the CP track into SCP,	11/10/2020 11:01 PM

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reducing Honors offerings (no separate Honors English for 12th grade?!), no longer celebrating academic achievement (valedictorian), etc. Schools are academic institutions - let's encourage and challenge our students who need and want more!

67	There needs to be some major changes with how the money is budgeted. The town needs to now make parents of full day kindergarten not pay tuition. Other towns do it. They need to look at schools and classroom sizes and really fix what we have so we can prevent overcrowding as much as possible.	11/10/2020 9:21 PM
68	It seems like teachers are very unhappy and don't feel listened to. I don't like being the first to try things whether it be curriculum or paperless micas,i Think there has been a lot of unhappy parents and teachers and it's time for A change	11/10/2020 8:47 PM
69	I'm happy with the schools, and I don't want someone trying new ideas that may not work. The pandemic has already created enough delay.	11/10/2020 8:12 PM
70	I am a fan of visionary style but I feel like too much change too fast can lead to more obstacles. I like strong management and intentional change which I believe takes time and observation	11/10/2020 7:26 PM
71	It's time for a change. We as town residents need a candidate that has vision outside the box to make usefull and articulated decisions to make our town the best it can be. Also someone who can fight to pay our teachers what they deserve comparably to other towns.	11/10/2020 7:20 PM
72	Reading is consistently ranked in the top 50 schools in the State, so no borax sweeping changes are needed. But we can improve in certain areas as I ducated on that survey when compared with peer towns.	11/10/2020 6:23 PM
73	Like what has been done over the years, vey successful track record. However, possibly a younger, more out of the box candidate will have some news insights and ideas to try.	11/10/2020 6:12 PM
74	I think I answered this question in some of my above responses. I feel that our current superintendent has not been entirely truthful, has had many ideas that never came to fruition. The school has made terrible flaws with their SPED departments. The high school is extremely lacking in this area. We are still one of the only town not to have full day K and lost funding offered to us years ago because a poor plan put in place by our superintendent. We need someone with a string track record to take our district to a new level.	11/10/2020 5:31 PM
75	Without knowing the ins & outs of current management philosophy or what a "significantly different direction" would entail, I believe that Reading can build upon the current strengths of the Supt'd, while maximizing changes to raise overall moral amongst administration and staff as well as academic outcomes for students. It seems as though as a district we are teetering on our history as a having a well respected district to one that could easily falter under budget limitations and other challenges such as covid. We need a leader who can prevent a rapid down turn in our schools.	11/10/2020 4:55 PM
76	I moved to Reading in 1999 because it was a top ranked school district. I have sadly watched the district slip in ranking and consistently teach to the middle. High achieving students are not valued or encouraged. When the hockey team has their year end banquet but NHS doesn't have an induction ceremony even by Zoom it sends a clear message to students about the priorities of the school. Emails and messaging from the administration with spelling and grammar mistakes are consistent and a concerning symptom of a lack of attention. Hate crimes and blatant poor behavior are disruptive and have not been met with clear and specific plans to eradicate. I honestly can not tell you what the educational and management philosophy is of the current administration but I can tell you the direction of the schools led me to enroll my younger child in private school. It was a difficult decision for us. We have been strong supporter of public education but this district was not meeting our needs and did not seem to have a plan. I pray Reading will find a new leader to restore its academic standing.	11/10/2020 4:39 PM
77	Not everything is going wrong but there needs to be strong leadership that can stand up to parents, teachers and the committee and not cave when there is push back. If you going to be the person in charge, then be the person in charge	11/10/2020 4:37 PM
78	I think Reading has too many procedures, protocols, and ways of doing business that are done because that is how we've always done it. We also tend to create procedures or protocols first, without a clear idea of why we're doing this. We need to learn how to act toward a vision.	11/10/2020 4:12 PM
79	There are some curriculum & development changes that are needed.	11/10/2020 4:05 PM

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80	Diversity and racial education will be important. All Reading Public Staff members, including Superintendent, should take classes in diversity.	11/10/2020 12:44 PM
81	We are at a point in society where transformative leadership is necessary to segue our students and community into the world milieu. The world around Reading has changed significantly, however the attitudes and direction of the school system has remained the same as it was decades ago, with the exception of technology. Mindset, pedagogy, and absence of guiding values is slowing down the ability of the district to compete, let alone lead in the current environment. Reading has created students who understand how to perform based on a stale criteria directed to passing standardized programming. However there is a serious lack of spirit, identity, and culture across the community. There are no unifying events or celebrations. Leaders operate in silo's rarely able to collaborate and take risks or implement initiatives based on the profiles of their staff, student, and neighborhood school building. There is an opportunity to bring in a person who will energize the leadership team through rigor and challenging norms. Establish a culture that includes all the students who come through each building and leave through the doors of the high school prepared to affect the larger society, not simply enter it.	11/10/2020 10:46 AM
82	There is a need for more transparency, open communication, and a team approach to solving problems.	11/10/2020 9:44 AM
83	I would a 21th Century visionary superintendent who will innovation, direction and mindful approach to taking our school system to the next level.	11/9/2020 11:46 PM
84	As previously mentioned, Reading has done a horrific job with special Ed... principals have a constant conflict of interest and rarely want to HELP students with needs. Reading is SO CHEAP that they prefer ignoring children with social emotional difficulties than helping them. Additionally, staff seems to never be evaluated...there are some terrible teachers in this town who are mean, discriminatory and just need to go but administration (largely due to many weak principals) look the other way.... curriculum... what a joke. If Sped is bad then the opposite end of the spectrum is equally as bad. The district would prefer to keep everyone equal than embrace children seeking more academically	11/9/2020 9:32 PM
85	I think Dr. Doherty has done a generally good job at managing the schools over the past several years. I think his communication with the community has often been lacking. Better communication would likely to lead to more positive views of the schools.	11/9/2020 9:18 PM
86	The new superintendent should have the courage to engage the community in courageous conversations about diversity, equity, and inclusion. This superintendent should be committed to anti-racist and anti-bias behaviors in the staff and students of the school system. To ask anything else would be another affront to the needs of our most marginalized populations.	11/9/2020 8:50 PM
87	We need a visionary. No more "copy and paste" from prior leader. It seems like always putting out fires and never taking risk with new ideas.	11/9/2020 8:28 PM
88	There seems to be an under current of distrust in current leadership, both from community and staff. Perhaps listening sessions and clear communication of vision and action steps will help eliminate this. A dynamic leader can unite the admin team and building teams toward a common goal- educating the students. I have heard time and again that our staff is underpaid, it is hard to retain them, not much room for growth or new ideas. This needs to change.	11/9/2020 8:09 PM
89	b	11/9/2020 7:19 PM
90	We need a huge adjustment and focus on curriculum and providing a set and logical game-plan for our students. The elementary program has been largely ignored and once our kids get to MCAS testing age it is already too late. They are going to be playing catch up for the rest of their academic career and Reading's test scores will plummet.	11/9/2020 6:38 PM
91	Enough with the social emotional bunk. Feelings are secondary. TEACH them to think independently. Bring back education in the classics.	11/9/2020 6:09 PM
92	I think there are some areas in which we are heading in the right direction. I am concerned with the idea that we could pivot suddenly and not be able to continue the positive work that we are doing. However, I would like to see a shift in administration asking teachers what they need and then actually following through with helping teachers to receive the requested support.	11/9/2020 4:37 PM
93	We don't want a "political" leader. It's bad enough teachers unions are considered with politics over educating our children.	11/9/2020 4:07 PM
94	I think necessary changes are 1) working to support/reorganize/add more special educators for	11/9/2020 3:39 PM

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special ed. 2) streamlining technology for staff and students and catching up to peer communities by assigning 1:1 devices for middle and high school.

95	The current leadership, with exception of Doherty, is solid and good educators. Some changes are needed. Wholesale change can create nightmares with teachers.	11/9/2020 3:34 PM
96	We have great strength in our central administrators and our principals. I would like to see them be better supported, listened to, collaborated with, utilized. I'd like to see a viable solution to space needs, free full day K, better equity and inclusion and more diversity, trust rebuilt, communication improved, a continued focus on SEL, but also more varied and rigorous course offerings for learners at all levels.	11/9/2020 3:22 PM
97	I would like to see a proven candidate that has had a positive influence on another district. A person that has the ability to change our sagging culture that is fraught with distrust. I would like for our teachers to have a true leader that they can depend on and that allows them to do their job.	11/9/2020 3:03 PM
98	I think the candidate should take time to understand the District, but also feel empowered to make changes that will move our District in the right direction and/or in response to the changing needs of the community.	11/9/2020 1:39 PM
99	Who ever takes over had to be able to adapt and change based on the environment.	11/9/2020 1:30 PM
100	The ranking of Reading public schools has decreased during the current administration. The school committee in my opinion has not always held him accountable. We need to make some changes--	11/9/2020 12:42 PM
101	I think that the current reading and writing programs need to change as they are not effect ways to teach.	11/9/2020 12:38 PM
102	More experiential learning, more inclusiveness, more partnerships with community	11/9/2020 12:26 PM
103	Things need to be shaken up a bit	11/9/2020 11:35 AM
104	Scientific-based curriculum and program development is sorely needed and teachers need to be trained in the implementation of the same. This will improve the quality of instruction, not only resulting in better academic achievement for students but lowering the cost of out-of-district placements for academic reasons but also for social-emotional reasons.	11/9/2020 11:06 AM
105	I think dr doherty has been a excellent leader with a tough position. I think his current plan speaks volumes for his success. I would like someone with his values who is excited to embrace new technologies.	11/9/2020 10:48 AM
106	The existing plan that we are in was not what the parents were told. Everyone is dealing with these issues and they are challenging. It feels like the current superintendent lacks the desire to go the extra mile and chose a model that very few others chose and is reluctant to change. It has felt for a very long time like the school committee works for the superintendent vs the other way around. We need someone that will work to retain top talent vs hiding behind collective bargaining at every turn. We can't continue to lose key talent to other districts.	11/9/2020 10:40 AM
107	The present course charted has been unsuccessful. It's only success has been in promoting a steady decline of excellence in our schools. Everything needs to be reworked to ensure competence in staff (tenured is okay so long as they don't prove to be a noose on forward progress) and excellence in academics (teaching should be multi-dimensional so foster independent thinking and confident understanding of the curriculum - not just learning to fulfill a requirement).	11/9/2020 10:24 AM
108	Reading has a historical reputation of strong schools, but that reputation is slipping. Our schools today are fairly average. I think the past administration has been a "stay the course" administration for more than a decade. We need to think differently, collaborate with our teachers, work with the community to develop broader support for our schools, and ultimately invest more money in our schools, to pay our teachers more, and to spend more on creative and engaging curriculum. Only these steps will bring back the strong reputation of RPS	11/9/2020 9:48 AM
109	I would like to see improved communication and listening to parents. While all parent input cannot be implemented, parents should feel heard and not dismissed. We are all a team in our childrens education and are just trying to support the students. In addition, I don't think the team should be tied to having one direction or another - it is more important to give the candidate the opportunity to evaluate and share their recommendations.	11/9/2020 8:53 AM

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110	Despite loving the teachers we have worked with, we have been unimpressed with the communication protocols from the district. We have heard that the current administration is hard to deal with and refuses to change the course when new information comes to light.	11/9/2020 6:58 AM
111	A focus on retention of quality teachers and hiring of new quality teachers is critical. Significantly improving the special education program and its resources.	11/8/2020 9:03 PM
112	RPS is only as strong as its weakest performing students. The budget should be build around supporting special ed and those "poorly performing" students first, especially in K-3, and then layer in gen ed and extracurricular activities.	11/8/2020 8:38 PM
113	I've been impressed with the COVID response, despite the reaction of some parents with older kids that haven't returned to school yet. He's done the best he can with the situation at hand and has done a pretty good job with communication.	11/8/2020 2:19 PM
114	Equity and diversity need to be a priority. Competitive salaries and professional respect for staff need to be a priority. Replacing Killam school needs to be a priority. Maintaining the commitment to teaching and learning is important.	11/8/2020 10:31 AM
115	I think the infrastructure needs upgrades both at the educational staff and technology.	11/8/2020 8:13 AM
116	Reading schools have a solid history of turning out well educated kids. I grew up in the Reading School system and am proud of where I came from. The handling of COVID by the school system really let me down! It seemed that we threw in the towel and hit the pause button for 8 months plus. Less was expected of children, in terms of learning hours, pass/fail grades, "office hours, home room, and free periods" allowing hours of down time for our middle schoolers. I wanted the school system to have more resilience and stamina. To commit to teaching the full curriculum no matter what. To commit to not letting the majority of "traditional" kids suffer because special ed kids didn't have the right technology or remote learning in place. There was too much emphasis on equity and not getting sued. I want the schools to DEMAND that kids put their phones away during the day. I would like to find a candidate that understands and believes in their soul that school and teachers are ESSENTIAL and works with that mantra every day.	11/8/2020 12:14 AM
117	RPS needs to make serious changes to provide a successful education for the community it serves. It needs major revamping and is lacking in critical areas that are hindering the necessary progress needed for this change.	11/7/2020 7:20 PM
118	I would like the new Superintendent to be more approachable with parents. The school district needs to focus on teaching the children core subjects and not get off track because of politics. We don't need to start implementing radical ideas into our children's minds. Teachers need to focus on the subjects and not add their personal ideas because no parents wants to hear it.	11/7/2020 6:51 PM
119	I think the district leadership needs to reconsider the hiring process, specifically leadership roles in the district. There had been a large amount of turnover in special education leadership and high school principal. Seems like more turnover than would be appropriate. Also, if there are hiring committees, while the superintendent may make the final call, if the hiring committee feels strongly about a candidate (and for good reason), the superintendent should be considering this.	11/7/2020 4:14 PM
120	I am still an elementary parent, so my experience with district is limited. I have been generally satisfied with the elementary education, but the district as a whole, make need a little shake or a big one, I'm not sure.	11/7/2020 1:46 PM
121	Please see answer #1	11/7/2020 1:22 PM
122	I'm generally very happy with the direction of the Reading Public Schools. That being said, a fresh set of eyes on both the goals we are working toward, and how we measure success, is a great idea.	11/7/2020 11:44 AM
123	Although I don't have a child in the school systems yet, I think Dr Doherty has done a fine job so far, but there is always room for improvement.	11/7/2020 10:58 AM
124	I chose the middle option, as change should ideally be viewed optimistically and welcomed openly! I think a new administration should commit to compensating RPS teaching staff more equitably as compared to nearby and demographically-similar communities. I also think RPS should commit to providing free full-day kindergarten.	11/7/2020 10:37 AM
125	I think that the education system should always be adapting to the students needs.	11/7/2020 9:47 AM

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126	We are pleased with our child's experience and would like to have a leader that respects the current experience but that also will take the opportunity to improve the district when necessary.	11/7/2020 9:16 AM
127	The RPS does not need an entire makeover, but there are some things such as reading instruction that could be significantly improved	11/7/2020 8:18 AM
128	The new superintendent needs to get kids into the school buildings. The district needs more priority to high performing students, rather than just focus on special education. The high school needs to return to an earlier start time.	11/7/2020 7:13 AM
129	I'd like to see the new Superintendant do some serious work with the high school staff and administration. I feel like that school has lost its reputation of excellence and that there needs to be better recruitment if high quality teachers and administrators at the high school. The staff does not seem as dedicated to the development of students' skills and seems more focused on teaching their subject areas vs teaching the students. I believe students need much more focus on learning how to learn, with a strong emphasis on developing effective study and organizational skills, and the development of critical thinking skills that will help them be successful in life beyond high school.	11/7/2020 6:44 AM
130	.	11/7/2020 2:43 AM
131	Need to hire more motivated and high quality teachers maybe by increasing pay. Take risks to make changes even if staff or parents do not always agree as long as it's from the students good. Be a problem solver by being flexible, creative and thinking outside the box Promote education that teaches critical thinking instead of one way of thinking.	11/6/2020 11:23 PM
132	The Superintendent and his team have done an excellent job communicating with stakeholders regarding the ever changing situation with COVID. The administration allows teachers academic freedom to teach their courses without micromanaging. The admin team has done a good job managing resources in an ever challenging budget climate	11/6/2020 10:56 PM
133	with the high turnaround of teachers and principals there does not seem to be a great relationship between the faculties and superintendent the school system does not seem to be prepared to handle the number of students in Reading	11/6/2020 10:23 PM
134	I think Reading needs a new set of eyes. We went from one of the best public schools systems around to just mediocre. We need someone to come in and revamp what is happening in this town. We need someone with fresh ideas and who can think long term.	11/6/2020 10:14 PM
135	We have good goal areas but need to truly commit to them in every aspect of what we do. The superintendent should be able to make decisions regarding what is best for our students, regardless of parent perception/push back. Continuing to do what is comfortable for parents is NOT forward thinking nor what is best for students.	11/6/2020 9:09 PM
136	I would like the new Superintendent to be more approachable with parents. The school district needs to focus on teaching the children core subjects and not get off track because of politics. We don't need to start implementing radical ideas into our children's minds. Teachers need to focus on the subjects and not add their personal ideas because no parents wants to hear it.	11/6/2020 6:07 PM
137	Fewer new incentives for us on what we have and are doing well and go deeper	11/6/2020 4:36 PM
138	I found question 10 to be a difficult question to answer. I do not think Reading should be staying the course OR going in a significantly different direction but there does need to be some changes. - There needs to be changes in salary so that Reading can attract and retain quality staff. - Our leadership/administrative team needs to put TRUST in our teachers-- my children have had primarily excellent teachers in Reading but it seems like administration is micromanaging teachers (ie: schedules dictated for each class instead of teaching using discretion). - There needs to be an emphasis on ALL students in Reading-- including those in GENERAL EDUCATION who have been left by the wayside, in my opinion. - There needs to be a focus on hiring EXCELLENT math teachers in middle school and high school to prepare our students for today's world.	11/6/2020 4:15 PM
139	Staying the course, especially after schools being closed/remote learning, will require a new way of teaching and learning for students to be successful. The way "it's always been done" doesn't mean it is the best or most successful way moving forward.	11/6/2020 4:12 PM
140	I think we (as a district) have gone too far in many situations- from excessive assessments	11/6/2020 4:03 PM

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and demands on teachers combined with restrictions on doing the things that make schooling memorable to kids (parties, field trips, inviting decor in the classrooms, etc.).

141	I think the district is doing a good job but there is room for improvement	11/6/2020 3:44 PM
142	RPS needs change. Our kids are behind and our curriculum is not as desirable as it could be. Our elementary schools are not unified enough, our middle schools run very different programs of education offerings and thats not fair to the middles schoolers in our system. Our high school curriculum electeves are terrible for those not seeking a steam based career and the arts are not diversified enough. More creative options need to be offered.	11/6/2020 3:10 PM
143	Listen more to the parents. Implement stronger teacher evaluations. Visit each school and get to the staff. There are many lousy teachers in the district and many amazing. The lousy ones should not be in the school district at all. Parents and students know them best. Listen to them.	11/6/2020 2:59 PM
144	The new superintendent needs to lead the district in a more inclusive and diverse direction. He/she also has to recognize the strengths of the staff, listen to them and treat them with the dignity and respect they deserve. Morale is poor throughout the District and this starts at the top.	11/6/2020 2:23 PM
145	I would hope that a new Superintendent would be more collaborative with staff, have more of a presence in the schools and work to provide more quality professional development than is currently had.	11/6/2020 2:06 PM
146	I think Reading Public Schools is at a crossroads and I feel we need a creative, innovative, strategic thinker leading our schools.	11/6/2020 2:01 PM
147	Readings schools have gone in a down trend in the last several years. We have lost great educators and leaders under John's leadership. The last thing we need is someone else to come in and continue on this trend. We need someone with vision to take Reading in to the future by creating an atmosphere for students and teachers to all thrive in.	11/6/2020 1:47 PM
148	Given Covid-19 and the obvious racism in our country, our superintendent has to be ready to talk about racism with a town full of white privilege and unwilling to talk about race. We need to be innovative with Covid-19 learning and be open to the idea of spending more resources on SEL.	11/6/2020 1:41 PM
149	It would be helpful to have a superintendent that can be transparent and honest, not give political feedback. It would also be helpful if constitutents didn't feel like they get to put their two cents in everything that is happening at all times. So, a superintendent who can listen and hear, but also communicate effectively and make solid, good decisions for our future. As with politics, term limits would be helpful because it would bring fresh perspectives and new ideas to an ever changing atmosphere of education.	11/6/2020 1:38 PM
150	there are necessary changes that need to be made but overall people love Reading and its schools	11/6/2020 1:27 PM
151	I think that the administration currently does well at balancing community and staff expectations. I think the administration needs to communicate clearly the choices they make but should support the staff in the schools. The staff moral will directly correlate to the feelings of the students. I think the district is doing better when looking at new initiatives and not always needing to be the first to try everything. I would continue to work on having more consistency between the schools and alignment vertically to ensure success for all students.	11/6/2020 1:16 PM
152	I think that there are many good things happening in our schools but for different reasons, many people are not in favor of our current superintendant, but I do not think we need to throw out everything we are doing. Teachers are working hard to adjust to new things all the time and we need to really identify what we are doing well and what needs improvement before we can make major changes--if necessary.	11/6/2020 1:02 PM
153	Finding new revenue streams is important. Someone with the acumen to get creative with the fund generation is incredibly important.	11/6/2020 12:57 PM
154	I think the district needs to change systems to promote equity	11/6/2020 12:07 PM
155	This district has decreased in ability over the past several years. We need to improve our education in this town and make it a top notch program like it was back in the 90's.	11/6/2020 12:05 PM

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156	Consistently demonstrated calm, assertive, intelligent, thoughtful, strong and considerate leadership. What more can we ask?	11/6/2020 12:01 PM
157	The current trend of the RPS over the past twenty years or so has been slipping backwards. Therefore, by simple definition, a change in course needs to happen. Sadly, standardize testing is the problem and I don't know of a single applicant that would change it. Teachers need to teach the whole child, not the testability of a child. Sigh, this will never happen. So baring that, select a candidate that is willing to do a deep dive into where we are as a school system and won't be afraid to make the tough changes they feel will further the student body.	11/6/2020 11:48 AM
158	I believe the district needs to evolve to embrace cultural change, equity and development of a resources to address the needs of a changing society, as well as provide meaningful support to its students.	11/6/2020 11:37 AM
159	I think the district currently functions from a 'reactionary' place. We are not working with shared vision, central office is very disconnected from schools, building leaders are really variable in their perspectives - leading to significant differences across schools. It feels like too much priority is put on management (facilities and budget) and far too little on teaching and learning (central office admin rarely seen in buildings/classrooms, no \$ priority on curriculum/PD needs, lack of connection to towns/state work, etc.) Need a leader to guide the work of the other leaders in district, that collaborates but clearly defines expectations for others, and one that sees their responsibility as teaching the community what we're doing and why. communication needs to be improved - and a clear and consistent vision aligned with what our district really needs will help that work.	11/6/2020 11:25 AM
160	There always is room for improvement and/or change. I don't have anything specific but I think being open to change is always good.	11/6/2020 11:14 AM
161	I think the current organization is adequate and has done an excellent job especially during the current remote/ hybrid learning requirements. There are areas where improvement, as with everything.	11/6/2020 11:05 AM
162	The current administration is very good at lots of things. The new superintendent needs to change the way a small group of parents can negatively impact the school.	11/6/2020 10:57 AM
163	Dr. Doherty did a horrible job at the onset of the pandemic. Other districts were up and running much quicker. Our kids got 10 percent learning from March through the end of the year.	11/6/2020 10:55 AM
164	The need for qualified support staff is vital and an area that has been ignored	11/6/2020 10:41 AM
165	Please refer to question #2	11/6/2020 10:40 AM
166	The district needs some one who will bring everyone together and look at all aspects of education in a collaborative way. I have not felt that teachers/staff have had a voice at the table and part of the process in a long time. It seems only the noisy parents get what they want. We need leadership who are not afraid to take a stand for their schools and have their backs during difficult times. We have lost many good teachers and administrators because of this.	11/6/2020 10:30 AM
167	Our current superintendent is a former teacher and building principal and his educator's heart is apparent in nearly everything he does. In my opinion, this is VITAL in a district leader. I would like to see the district hire a caring, compassionate leader with significant experience in the classroom. An underlying problem in the Reading Public Schools is that we have supporting administrators (finance, IT, facilities) who have no teaching experience, do not truly understand what it is like to be a classroom, and are working to balance their own budgets and work schedules only, rather than enabling high-quality, progressive education to happen in Reading.	11/6/2020 10:28 AM
168	I believe Reading has become complacent. It is time to bring in some new blood to strengthen social justice initiatives in the district and create and maintain strong curriculum across the district.	11/6/2020 10:25 AM
169	I don't think we take a hard enough stand against the parents. I this sometimes it feels like we have no back bone as a school district	11/6/2020 10:25 AM
170	I think change will be good for the district. I see many areas of improvement with regards to how the remote/hybrid model decisions have been made & communicated. The new superintendent needs to clearly communicate what decisions are being made & why - they need to balance data/facts with intuition (mind & heart) in order to respond to the crisis we are facing. They need to keep the children at the center of the decision making & work with all	11/6/2020 10:22 AM

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parties to find the solution that is best for the child's growth. They need to be a role-model vs. a follower. We need to march ahead & progress (given the ambiguous circumstances are here to stay) and find what is working for other schools (in our state/country or internationally) and what can we apply from there.

171	1. An understanding of elementary and special education and making both an equal priority in all district decisions. 2. Outreach to increase the diversity of our hires	11/6/2020 10:20 AM
172	The current trend of the RPS over the past twenty years or so has been slipping backwards. Therefore, by simple definition, a change in course needs to happen. Sadly, standardize testing is the problem and I don't know of a single applicant that would change it. Teachers need to teach the whole child, not the testability of a child. Sigh, this will never happen. So barring that, select a candidate that is willing to do a deep dive into where we are as a school system and won't be afraid to make the tough changes they feel will further the student body.	11/6/2020 10:20 AM
173	Does not do what is right for the school especially during the pandemic Needs to be more transparent versus showing only the good happening.	11/6/2020 10:19 AM
174	I would like to see the new superintendent take us in a stronger direction around curriculum, social emotional learning, equity, and staff retention. I would like to see Reading work hard to make a more positive work environment where administration values their teachers. We have several curriculum leaders, principals, and an Assistant Superintendent who already do this and should continue to do so!!	11/6/2020 10:15 AM
175	I feel that the schools have been heading in the wrong direction for the past 8 years or so. Some of my above answers address those issues.	11/6/2020 10:14 AM
176	The openness with the COVID situation is far better than other towns.	11/6/2020 10:09 AM
177	Fix the kindergarten choice program, moving to free full day for all. Building capacity issues,	11/6/2020 10:05 AM
178	In my 16 years as a Reading resident, I have seen a steady decline in the quality of education in this town. Whether it is the failing status of the Joshua Eaton School, the allowing of Dog Lyons to leave the system, or the debacle of the dismissal of the high school principal in recent years, the reputation of the Reading schools has suffered tremendously under Mr. Doherty's do-called leadership. This is in addition to his almost complete incompetence to manage the school budget. A change for the better in leadership is long overdue.	11/6/2020 10:03 AM
179	The flip flopping that has gone on with various decisions has been difficult. Most notably, how kindergarten is handled each year and it often takes an uproar from the parents to change the course. I understand the extreme difficulties facing all of the decision making for our students this year, but the clear frustration expressed by the superintendent to members of the school committee when he has been asked difficult questions and when they push back on answers he gives has been difficult to watch. There are many examples of this, but I'll give one. When Mrs. Gaffen asked on one of the meetings about 2-3 weeks ago if we hire the currently listed positions at the high school if they then could enter their intended hybrid model the answer was "no." She then asked well, then what do we need and he said "I don't know." At that time there were 6-8 positions posted, I don't remember the exact number. It didn't become clear until recently just how many positions they were short at the high school to get them in for their hybrid model. That is unacceptable. We are too many months into this pandemic for that to have been delayed in communicating!	11/6/2020 9:56 AM
180	The Supt. Needs to be less of a dictator... his way is not always the best way	11/6/2020 9:53 AM
181	Our reputation in the community and around the state has declined in stature. We have allowed our district to devolve to into a divisive and extremely political culture with a real failure to hire building leaders who are committed to our schools. The district has fractured into fiefdoms between Facilities, Central Office, the Union, the parents, and individual schools. We need a leader who will build a culture of MEANINGFUL collaboration, value honesty and commitment opposed to perception, and restore Reading Public Schools to what it was 10 years ago.	11/6/2020 9:51 AM
182	We need someone who can make long term goals and make it happen. We are constantly behind the 8 ball and it's embarrassing. Retain teachers and stop all the prof. development. Stop every Wednesday and early release day. We need someone to figure out free full day K - it has been what 7 yrs since the last plan?? And that plan was terrible. We need fresh ideas or at least successful ones from other districts.	11/6/2020 9:51 AM
183	Bring Reading districts in line with Lexinton, Acton or Winchester districts in terms of	11/6/2020 9:50 AM

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	curriculum	
184	New leadership is desperately needed in this town. My opinion is that an internal candidate should not be considered and new ideas and leadership are needed for our schools and students. A new superintendent needs to overcome the mistrust following the override. We need an effective leader who can develop programs, hire and retain good people, be ethical and work with integrity, and be transparent in processes. Our schools are headed in the wrong direction and many poor decisions have been made regarding feasibility studies, not investing in technology and infrastructure, retaining poor teachers, and some key leadership positions at Wood End and RMHS. That being said, there are some WONDERFUL educators in our district and every effort needs to be made to retain and promote those who are going out of their way for our students.	11/6/2020 9:49 AM
185	Dr. Doherty is unapproachable, inflexible and has no vision for the future. He talks down to people. He shuns new ideas and ways of doing things. I feel he is driving all students to mediocrity instead of allowing gifted students to realize their full potential. He is more worried about overseeing a utopian, socialistic school system that tries to brainwash kids with things parents should be responsible for teaching. Less focus on social emotional non-sense and more focus on rigorous academic standards; a.k.a. what my taxes should be going for.	11/6/2020 9:46 AM
186	There is a lot of admin/educator division and community/Sup't division. The community has a negative reputation fir diversity including national press for acts of hate so having someone able to demonstrate the value of an inclusive community would be so valuable. The district hasn't made many changes that I can see in how it approaches preparing students for the emerging world — fostering creativity and empowering student decision-making. It is all about compliance and pumping out assignments. Students are incredibly anxious and overworked too. We need a different approach to holistic wellness, TRUE joy of learning, and bringing educators on board to offer ideas and new directions.	11/6/2020 9:43 AM
187	stay the course is just meeting the goals... we need to be better than other towns and focus on what Reading can do better, bigger and bolder.... Our town needs a soul and community spirit, all the time, not just when something happens that doesn't go our way... we need leaders that can lead with ethics.	11/6/2020 9:40 AM
188	Elon musk is not building space ships The sup intendant of schools should not be focused on developing and implementing anything. His focus should be ensuring the qualified school Dept employees are meeting the goals and requirements of our town and state. I don't want to talk to the superintendent. I want to trust that when I talk to my children's teachers the message i am receiving is consistent regardless of school or grade. A leader does not and should not be involved in the day to day unless the people involved in the execution of the day to day are ineffective. In which case the leader is ineffective. The last question of this survey should have been the 1st. While I am sure many appreciate The enormity that is teaching our children I am also sure most feel something is off and has been for some time as evidenced in our declining test scores and Inability to retain or attract qualified staff. The superintendents job is not to be friends with the community. The job is to be the leader that elevates our children's education to the best it can be.	11/6/2020 9:27 AM
189	The new superintendent should identify and promote the strengths of the current administration, while also identifying the weaknesses and provide vision for improving.	11/6/2020 9:25 AM
190	Stop having teachers push their political agenda on the students. Stop having the teachers teach kids to hate America! Stop the white privilege talk. There is no white privilege. That talk only keeps the black people as victims. As one teacher is teaching my kid, "white people are the only ones that can be racist!" Now that is RASIST!!!! Disgusting what they are teaching the kids in Reading schools!	11/6/2020 9:24 AM
191	We've been generally pleased with the district's work. We experiencing unprecedented education challenges with the current pandemic and find that the district has adapted relatively well. While the communications have been overwhelming, it is far better to receive something vs. nothing. I think modernizing our education model is a good next step, as well as the introduction of enrichment/classes that will improve our town's education outcomes.	11/6/2020 9:21 AM
192	I feel like we need someone who isn't going to come in and really shake things up since I do feel like we are on a decent path, but I do feel like we need someone who can look at things that aren't working and work to fix them even if it isn't a traditional way of doing it	11/6/2020 9:15 AM
193	The district needs to adapt with the times and a visionary who is comfortable with change is	11/6/2020 9:11 AM

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	somebody who can help us move forward.	
194	The new superintendent needs to have excellent interpersonal skills and treat people who disagree with respect and dignity. He or she needs to be able to listen to other perspectives and build coalitions. The top down approach needs to stop. Teachers need to have a voice in decision making. The superintendent should make you feel good and included. Teachers currently feel ignored and afraid to speak up. The superintendent should be setting a culture of positivity and trust. We now have distrust.	11/6/2020 9:10 AM
195	Want a superintendent who is an excellent in the fiscal part. A leader who is fiscally responsible. The school budget is way to high and our property taxes are way too high. Stop wasting our mondey. This is the most important part along with	11/6/2020 9:01 AM
196	I think Dr Doherty has put test scores above all. In doing so he has stressed out his teachers and made Reading public schools a non desirable place to work. He has hired principals that are just like him and once again dont support their staff like other districts do.	11/6/2020 9:00 AM
197	One should come in with an open mind and evaluate the situation. Determine what is working and what is not. Change what is needed to improve the district. Don't change what doesn't need to be changed. Be fair, think clearly.	11/6/2020 8:56 AM

Q11 What questions would you like the Preliminary Screening Committee to ask of Superintendent candidates?

Answered: 164 Skipped: 50

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#	RESPONSES	DATE
1	Demonstrate specific, hard evidence of improved academic performance in mcas and sat scores. How was it achieved? How would you achieve similar improvements in Reading? What should be the consequence if scores and town ranking does not improve?	11/19/2020 4:33 PM
2	-How do you balance listening and speaking in your work and decision making? -You have a strong principal and central office team ready to support you. How will you utilize their knowledge and strengths vs. set your own vision and tone and management? -We have a community with strong opinions and a few members who demand a lot of attention. How do you balance this with your own vision and goals, and also balance your time accordingly? - Always good to ask about the entry plan. -We have an applicant who is already a leader in district. I'd like to see this person get some challenging questions about their own vision and mission, and then the steps they would take to accomplish these. -I am concerned with the internal candidate. There is a lack of organization, a false sense of connection, a focus on politics and online presence rather than action planning, a lack of getting to know staff and students, and a lack of trust as I know her to talk behind the backs of others. There is also a lot of delegation and not much ownership of anything. I was hoping I would have a place to express this concern, but since the correct question didn't arise, I am writing it here.	11/19/2020 10:05 AM
3	What will you do differently?	11/18/2020 9:32 PM
4	I would assess if they can communicate without being overly verbose or inadvertently condescending. Does his/her staff respect and value them?	11/18/2020 5:04 PM
5	What should an RPS graduate know and be able to do? How does a superintendent encourage good teaching? What are the most important first steps you would take in a new district?	11/17/2020 9:06 PM
6	What have been the biggest challenges faced by Reading Public Schools over the last year and what would have done differently to address these challenges	11/17/2020 9:05 PM
7	How would you heal a polarized and fatigued community? How will you acknowledge the sacrifices of staff, teachers, and parents, and find a way forward for all of us to thrive and succeed?	11/17/2020 9:02 PM
8	Questions about: -Classroom/teaching experience -best teaching practices/ effective instructional approaches -Diversity and inclusion -Perspective on need to improve Social emotional support I'm school -Transparency -Ensuring schools are equitable	11/17/2020 7:07 PM
9	what will you do to take control of our schools again away from the unions? what will you do to offer more compensation to paras so they are willing to work?	11/17/2020 2:00 PM
10	What changes would you make to the RPS model? Where do you see areas for improvement right now? Are you willing to make a decision you know is correct, even if the group opposing it is "louder" than the group supporting it?	11/17/2020 12:33 PM
11	Please tell me a story of a challenge you have faced that required a multi-year strategy to address.	11/16/2020 9:47 PM
12	How can you see Reading building a robust and just early childhood program?	11/16/2020 7:13 PM
13	What opportunities have opened up from the forced reliance on remote learning? How can we decrease inequality in our schools between students with different economic means, different learning needs, and different backgrounds?	11/16/2020 5:57 PM
14	Give an example of where you came up with a new initiative in schools and implemented it successfully, with staff buy in and good student results, and this program has continued. If strong academics for all students is not your first priority, why not, and why is anything more important than education of students? What is the biggest mistake you ever made as an educator and what did you learn from that? How do you make decisions on new initiatives for the schools -- do you make the decisions yourself and then expect staff to fall in, do you present ideas and collaborate to refine them into something staff can do, do you lead by example, etc?	11/16/2020 5:17 PM
15	What kinds of channels of communication would you keep open between yourself and the parent community? The student community? Teachers? What is your definition of good teaching? What are some 21st century challenges facing schools that you have noted in your experience? What are some idea you have for addressing those challenges? What is your greatest contribution to other districts you have worked in? What can you bring to Reading that	11/16/2020 3:27 PM

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is a unique advantage? What experience do you have in managing a budget? As you liaise with town committees (FinCom, Selectboard, etc.), how will you advocate for the needs of the school department?

16	NA	11/16/2020 2:39 PM
17	How can they turn the academics around and increase test scores?	11/16/2020 1:19 PM
18	What is the common goal that each school should share and which goals are different based on the grades taught? What aspects (if any) of remote learning should remain after students return to school full time?	11/16/2020 1:07 PM
19	What if any experience do you have with racial justice, equity and equality, and how do you think you can help make changes within the Reading Public Schools curriculum to encourage growth, and knowledge and experience to bring the Boston and Reading Community together.	11/16/2020 12:41 PM
20	How do you plan to retain staff, especially in positions with high turnover? How do you plan to develop consistency between buildings and with people in same positions (ex. special education, team chairs, etc.)	11/16/2020 12:27 PM
21	Some members of the Reading community believe that human rights issues, such as anti-bias and anti-racism education and public health, are political issues. What steps will you take to being changing this culture? What is the superintendent's role in making curriculum decisions, such as adopting textbooks and other resources? What would you do if a parent reached out regarding a classroom concern without having followed the chain of command protocol?	11/16/2020 12:14 PM
22	1) What do you think the job of the Superintendent entails? Do you think that the Superintendent should care at the school level, or just about the overall district. (I was told by a principal that the Superintendent does not get involved at the building level) 2) How important is Diversity and Inclusion to you? How do you help to foster an inclusive environment in the district? 3) How will you be able to guide the Reading School District us end of the pandemic/post pandemic.	11/16/2020 12:12 PM
23	How can they turn the academics around and increase test scores?	11/16/2020 12:10 PM
24	What's the largest team you have led? What are the major issues you have overcome as Superintendent or Leader? How will you connect to Teachers? How will you connect to Parents? What does your 30/60/90 day plan look like? What changes will you make that you feel the previous Superintendent should have made? Are you willing to do this job without additional compensation until result shows 2 years from now?	11/16/2020 12:06 PM
25	Are you committed to making meaning and positive change and remain in this job long term to ensure change is made and implemented well	11/16/2020 11:51 AM
26	What is your plan to improve the anti-racism work within the district? What adjustments do you envision need to be made in our district for our graduates, to prepare them for an ever-changing job landscape and future?	11/16/2020 11:50 AM
27	What are the biggest changes they want to make? What updates to the curriculum in elementary, middle and high school are you willing to make? How will you get all kids in school full time safely at the start of the new year? How will they build a better culture to engage teachers, and recruit top talent?	11/16/2020 11:47 AM
28	Where do they see Reading Public School in 5 year, 10 years, etc	11/16/2020 11:39 AM
29	Not sure	11/16/2020 10:53 AM
30	Would you advocate with the State to keep "snow" days thing of the past and maintain remote learning as the alternative?	11/16/2020 6:25 AM
31	Where do you see yourself and the Reading school district five years from now? If you want to make changes in the District how will you go about to accomplish them? How do you presently view the quality of education in the Reading district and where has your information come from? How current is it? What have you accomplished in your present position that you are proud of and what have you done that you would like to go back and do differently?	11/14/2020 7:20 AM
32	How do you plan to hear & weigh the feedback of both parents and staff in the district? This district has a high turnover rate for teachers and paraprofessionals, how do you plan to retain quality staff within the district?	11/13/2020 2:57 PM

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33	What strengths and challenges attracted you to the Reading Public Schools?	11/12/2020 10:49 PM
34	How do you intend to recruit educators of color? How will you support our overworked special education department? Will equity and diversity stay on the back burner or are you willing to take bold strides to help our district move forward?	11/12/2020 7:12 PM
35	What goals would you set for the district to achieve? How would you establish a vision for the future and how would you work to move the district towards that goal?	11/12/2020 5:25 PM
36	1) Position on special education programing and how special education need fit into his/her priorities as a Supt. 2) How he/she envisions tackling issues related to maintaining staff and attracting new staff.	11/12/2020 4:47 PM
37	What specific steps would he/she take to address the lack of diversity among faculty and administration? Does an armed resource officer belong in schools? If so, what is that person's role? [Note that recent vandalism and illegal behaviors on campus do not seem to have been reduced despite the current presence of the resource officer.] What will be the benefits of remote instruction? What is the role of high stakes and mandatory testing in demonstrating student achievement?	11/12/2020 3:48 PM
38	What is your plan for being present in buildings? How will you develop relationships with staff at all levels? What is your vision for a kindergarten model-half day, full-day, integrated? Do you plan to seek out a way to have one type of kindergarten program?	11/12/2020 3:32 PM
39	How to go about Building relationship with teachers/staff Communication skill with above, parents and community Be aware of/Listen to how the applicant listens to questioning Can delegate responsibilities rather than take on oneself?	11/12/2020 3:29 PM
40	What are your goals for the high school? What are your goals for the middle schools? How do we prepare our high schoolers to be successful adults, whether they go off to college or start a career right away?	11/12/2020 2:53 PM
41	In light of Covid-19 pandemic, what steps would you take to make sure our students from k-12 make up for skills/learning that was inevitably compromised during the pandemic.	11/12/2020 1:29 PM
42	What are their current challenges they've had as a superintendent. What do they want to come to Reading? Why are they leaving their current position. Where do they see themselves in 5 years, 10 years?	11/12/2020 10:04 AM
43	(1) Please describe a time in which you had to build a coalition to achieve a goal. Describe the goal, the coalition building and any adversity you encountered throughout the process. (2) Please describe your philosophy in hiring and retaining administrative staff. How will you assess existing staff to determine retention and growth plans? If you had to choose only three, what three qualities would you look for in an Assistant Superintendent or Principal? (3) Please describe your understanding and philosophy of early educational needs for elementary age children? (4) Please describe your view, including examples from your background, of the role of the Arts in education at the Elementary, Middle and High School levels. (5) Please explain your view of Equity, Diversity and Inclusion in the school setting. Please provide explicit, subject and grade level examples where possible.	11/11/2020 11:41 PM
44	What do you think of the current high school curriculum?	11/11/2020 5:59 PM
45	How much teaching experience do you have? (An appropriate amount would be around 10 years. Anything less than 5 years is a nonstarter, in my opinion. In that case I have to wonder: are you here to service public education or to bring a 'business' mentality to the district? I strongly advocate for the former!)	11/11/2020 5:40 PM
46	How do you plan to address inequity in the district? How will you support staff?	11/11/2020 5:15 PM
47	Do they have the experience of a superintendent in the past?	11/11/2020 3:41 PM
48	what changes would candidates make to the reading school system?	11/11/2020 12:48 PM
49	How do you plan to address inequity in the district? How will you support staff?	11/11/2020 12:46 PM
50	Prior experience on running a successful school district, and listen to the parents students and teachers needs of utmost importance	11/11/2020 12:02 PM
51	What should high school graduates know and be able to do; can they successfully take care of themselves emotionally an financially upon graduation and not have to rely on their parents to	11/11/2020 12:01 PM

Reading Superintendent Search Survey

teach them life skills and have to continue to take care of them financially... what do our schools need to add to their curriculums from elementary to high school to develop a confident, competent, successful productive human being? What kind of schools does the current and prospective Reading community need? how can we improve our schools? how can we recruit courageous, talented, committed educators. What is your vision of a 2021 and beyond healthy successful school district? Give examples of visionary ideas you developed and implemented in the past? What ideas you have to get our children back in school full-time, in person despite our staffing challenges?

52	How they would make the schools better than they already are?	11/11/2020 12:00 PM
53	Have them identify the biggest problem in our schools and then the biggest strength.	11/11/2020 7:17 AM
54	How do you plan to address inequity in the district? How will you support staff?	11/11/2020 12:59 AM
55	What are the major issues facing the schools? How are you going to build public support? What kind of schools does the community want/deserve? How do schools improve? What's the innovation Agenda? Who is helping you drive the agenda? How do systems improve? How to develop leadership? Who makes what decisions? How to provide great support?	11/10/2020 9:21 PM
56	Why should we choose you? What do you bring to Reading that we don't want to miss out on?	11/10/2020 8:47 PM
57	Ask what they feel is the role of the k-12 education in preparing students for the non-academic aspects of post-secondary education? Also how do we prepare student who are not college bound for post secondary success? Do they have a plan for the incorporation of trades and other career focused education?	11/10/2020 7:26 PM
58	If you are superintendent will you do whatever it takes to make reading schools learning programs comparable to bordering towns. Will you allocate money to hire a high level profesional to spearhead this program?	11/10/2020 7:20 PM
59	Plans to stay long term? Understanding finances and can they be creative with current budget?	11/10/2020 6:12 PM
60	What is your overall philosophy for leading a school district such as ours, and why do you think this would be the best course for us?	11/10/2020 4:55 PM
61	What is their vision for Reading? Where do they see the school in 5 years?	11/10/2020 4:39 PM
62	background; successes in previous roles;	11/10/2020 4:37 PM
63	What are your fundamental beliefs about education and how do you act on those beliefs in your work. How does a school district develop educational plans and practices that teach to the future world while also being grounded in the present? Give three words that your current colleagues would use to describe you? Describe your commitment to and beliefs about public education.	11/10/2020 4:12 PM
64	What is the candidates vision for Reading's future?	11/10/2020 4:05 PM
65	Do you have experience working with diverse populations, and working within a school district that has METCO Inc. involvement?	11/10/2020 12:44 PM
66	What is it that really gets you excited or happy, and what is it that irritates or annoys you?	11/10/2020 9:44 AM
67	1. What are the key challenges facing public education in the next few years? 2. How would you approach providing innovative professional development on a limited budget? 3. What strategies would you use to attract diverse teaching and staff candidates to our school system ?	11/9/2020 11:46 PM
68	How will they properly evaluate staff? How will they improve Sped? How will they ensure consistency across the schools?	11/9/2020 9:32 PM
69	- Should Reading have free full-day Kindergarten? If so, how much would you be willing to fight for it? - Many Reading elementary schools now rely on modular classrooms. One of the big challenges for a new superintendent will be managing space in the coming years. Any ideas for tackling these space issues?	11/9/2020 9:18 PM
70	What experience do you have with diversity, equity, and inclusion? Are you willing to hang a Black Lives Matter flag from the front of the high school? Are you willing to say Black Lives Matter in front of a crowd of teachers, students, and parents? Will you support the teachers in	11/9/2020 8:50 PM

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this district as they engage in the absolutely critical process of decentering the public school curriculum?

71	Experience as a leader.	11/9/2020 8:28 PM
72	Tell us about a time when you changed your course of action and how you got the buy-in from your team. What is your plan for attracting, developing and retaining top talent? What 3 things do you see as critical to success in this role? The town voted to increase budgeting for the schools- how will you communicate what these additional funds have funded and measurable results from the expenditures? If MCaS is eliminated, what is your plan for ex's loathing student and teacher performance?	11/9/2020 8:09 PM
73	n	11/9/2020 7:19 PM
74	How would you look to improve overall MCAS testing scores and gauge and adjust grade level curriculum?	11/9/2020 6:38 PM
75	Where does social emotional learning rank in your education philosophy? If it's in the top 5, thanks for your time, but we're moving in a different direction.	11/9/2020 6:09 PM
76	What do they excited about that we are already doing in Reading? What are some changes that they would consider making based on what they know about what we are already doing in Reading?	11/9/2020 4:37 PM
77	Tell us the 3 things that work best and 3 things that need immediate change.	11/9/2020 4:07 PM
78	Are you comfortable to make mistakes and acknowledge them? Do you always do what is best for students without letting your ego get in the way? These questions do not reflect my feelings toward Dr. Doherty, but do reflect experiences with other district admin who might apply for the position.	11/9/2020 3:39 PM
79	Ask if the candidate understands the damage to the culture caused by Doherty and does he/she have a vision of how to heal the cultural damage of the district.	11/9/2020 3:34 PM
80	I would especially like to see a solid knowledge base of special education as well as high school administration experience. Communication will be vital, so I hope to see examples of that. Leadership style and experience also key.	11/9/2020 3:22 PM
81	Do you believe in the science of reading? Are you the type of person that "waits for guidance" or are you a proactive, push forward type of person?	11/9/2020 3:03 PM
82	Not sure. Most timely would be to ask about how the District should continue to handle Covid. Also about other innovative initiatives or ideas they'd like to see implemented in Reading. Thank you for putting together this survey!	11/9/2020 1:39 PM
83	Where they see education going in the next 5 years? How can we compete against other countries in science and technology?	11/9/2020 1:30 PM
84	How do you encourage staff of all disciplines to be motivated to bring their best without using fear?	11/9/2020 12:42 PM
85	What's your 5 year plan. What are you going to do for us?	11/9/2020 11:35 AM
86	What experience do you have implementing SCIENTIFIC-based curriculum and teacher training throughout a district?	11/9/2020 11:06 AM
87	What is the one change you would make in your first 100 days that would be most impactful to Reading?	11/9/2020 10:48 AM
88	How will they retain top talent and make moves when teachers are not performing?	11/9/2020 10:40 AM
89	What demonstrated abilities do you have to bring together a workforce to work as one towards progress and meeting goals? What experience do you have with special education? If none, what do you envision this relationship would work in your role as an administrator? As an administrator and leader, what do you think are the 3 most important skill you should have and indicate the order of priorities. Do you have a pre-conceived vision of goals for the district that you would like to implement based on your experience? If no, then how would you go about setting one?	11/9/2020 10:24 AM
90	How will you engage with the community to make a strong case for greater investment in our schools?	11/9/2020 9:48 AM

Reading Superintendent Search Survey

91	What have you learned from the past eight months and how will you apply that for the general future and if something like this were to happen again? How will you make sure the children of Reading who learn differently are protected against the harsh realities of budget issues. -Do you plan to promote, and how will you, an anti-bullying atmosphere in your schools? Currently, the protocols and procedures do not protect the victim, nor address the bully. Please do your research and look into this!	11/9/2020 6:58 AM
92	How will you retain quality teachers the school district currently has and attract new high quality teachers for open positions? How will you improve the special education programs in Reading? What major changes would you like to make in the district in the next 5 years?	11/8/2020 9:03 PM
93	How they would support the weakest performing students.	11/8/2020 8:38 PM
94	What is their longterm COVID plan to keep kids safe and healthy	11/8/2020 2:19 PM
95	How will you prioritize the hiring of a more diverse staff? What will you change to ensure more equitable outcomes for diverse learners? How will you prioritize and fund building projects for our schools?	11/8/2020 10:31 AM
96	What are the greatest challenges to quality learning that kids face today? What do you believe are the essential factors to attracting and retaining top talent in our educators? What is your policy and belief on kids being allowed to have their phones on their person during the day? If you are confident that your position on a certain matter is in the best interests of kids and their ability to learn, how would you handle the parents that are "squeaky wheels" opposing your position?	11/8/2020 12:14 AM
97	-How are you going to make up for what students lost during Covid? -What will you do to help bridge the gaps for special education students? -How will you make remote learning more assessable for all learners? -How will you evaluate the curriculum moving forward? -How will you ensure RPS is staffed appropriately? -How will you negotiate with the union in regards to Covid? What would you have done differently? -How will you address the increased mental health concerns r/t lack of social emotional connections associated w/the closure and current "new normal"? -How will you address the addiction concerns in the upper grade levels r/t drugs, vaping, and alcohol? -How will you address bullying in the public schools (especially r/t social media)? How will you hold students accountable? -How will you work to improve RPS and make them more competitive? -How will you address the current Math curriculum?	11/7/2020 7:20 PM
98	Can you be an Independent thinker and not a liberal far left person who wants to reimagine and take the children down a dark road.	11/7/2020 6:51 PM
99	They should have experience and knowledge, not only about educational philosophies, but also in the social and emotional needs of the students. They should have a record of choosing needs of students and then teachers over others (parents/community).	11/7/2020 1:46 PM
100	How do you measure success of a school district?	11/7/2020 11:44 AM
101	What are the things you think Reading is doing well and what needs to improve? What changes would you make in your first year?	11/7/2020 10:58 AM
102	What is your commitment to providing inclusive practices (for special education students, economically disadvantaged students, students from Boston, etc.) across the district? What is your commitment to providing curriculum and learning environments (in-person and/or virtual) that feature and celebrate diversity and teach our students history and current social studies that include multiple perspectives?	11/7/2020 10:37 AM
103	Questions on: budget experience, experience as an educator and education leader, experience with population growth/facilities changes and management, what vision they have or changes said person would make for our district given their knowledge of our struggles and given the opportunity.	11/7/2020 9:16 AM
104	1. How important do you feel it is that the district maintain a strong partnership with the Reading SEPAC? 2. How do you plan to support special education students in Reading?	11/7/2020 8:18 AM
105	Specifically, what is the first change you will make for Reading Public Schools? How will you respond if the change is not well received by the community? Will you seek parent input before making changes? Why do you want this job? Will you make yourself accessible to parents? How will you encourage and retain staff during this difficult time?	11/7/2020 7:13 AM

Reading Superintendent Search Survey

106	What will you do to work move the secondary schools forward in establishing effective study, organizational, and critical thinking necessary for success in life beyond high school? How will you work with administrators to foster best practices in all classrooms?	11/7/2020 6:44 AM
107	.	11/7/2020 2:43 AM
108	Why are you interested in the position in a Reading? Experience with changing an organization. Describe the changes and the accomplishments.	11/6/2020 11:23 PM
109	How long were you a classroom teacher? What made you make the decision to leave the classroom and pursue a career as an administrator? What is your perception of the Reading public Schools, and why do you want to become the superintendent of RPS?	11/6/2020 10:56 PM
110	what their vision is for the school system and how they would improve it also about their past experiences with school systems and what they accomplished at them	11/6/2020 10:23 PM
111	If you were to complete an equity audit of a school or district, what would be the components of the audit? How does the district/ superintendent support the mission of equity at the building and district levels?	11/6/2020 9:09 PM
112	Can you be an Independent thinker and not a liberal far left person who wants to reimagine and take the children down a dark road.	11/6/2020 6:07 PM
113	How would you weigh the opinions and feelings of staff vs families when there are major differences of opinion?	11/6/2020 4:36 PM
114	I am not sure-- I would hope questions asked would give committee insight into candidates' leadership style.	11/6/2020 4:15 PM
115	what changes can be implemented immediately to support time that was lost during remote learning? both academically and socially/emotionally? what would you need from parents to be successful?	11/6/2020 4:12 PM
116	Tell about a time you have seen an organization leader do something you thought was "bad for business?" Why? What would you do instead?	11/6/2020 4:03 PM
117	N/a	11/6/2020 3:44 PM
118	What would be the one new program you would like to start system wide to improve the students experience in the RPS, that would be of benefit to them for a lifetime.	11/6/2020 3:10 PM
119	Will you take the time to get to know each teacher? Will you follow up on parental concerns. Will you work on making the environment a positive place to work. Will you push to increase salary.	11/6/2020 2:59 PM
120	What has been your most successful leadership moment/situation? What management techniques will you bring with you that were originally used in the classroom? How will you work to include staff in decision making?	11/6/2020 2:06 PM
121	To know if they are a genuine person - I would want to know if they have friends from their childhood that they continue to have a relationship with. The question may be strange to some - but you can tell a lot about a person based on who they surround themselves with. Having a long life friend involves being open to change, good communication skills and the ability to see the best in others.	11/6/2020 1:47 PM
122	I would like to have a question about how the candidate supports his staff in a moment of confrontation with a family.	11/6/2020 1:41 PM
123	In a town where political divide is strong (parties, finances, racism, etc), what can you do to bring the education system in a positive direction moving forward?	11/6/2020 1:38 PM
124	Please focus on educational experience	11/6/2020 1:27 PM
125	Have they done the research of our town to understand its successes and what ideas do they have to strengthen it more?	11/6/2020 1:16 PM
126	What is your leadership style, what is your why for being the superintendent in our community? What have you done that demonstrates effective leadership and impacting positive change?	11/6/2020 1:02 PM
127	What would you differently from the current administration and why?	11/6/2020 12:57 PM

Reading Superintendent Search Survey

128	How do we start children off on the right path in early childhood education? Getting ahead...	11/6/2020 12:05 PM
129	How can we better support neuro-atypical learners going forward?	11/6/2020 12:01 PM
130	If hired, what will you prioritize as your first projects regarding RPS?	11/6/2020 12:00 PM
131	As superintendent, you have responsibilities to the state, but your greatest responsibilities are to the students. Who comes first out of those two groups to you?	11/6/2020 11:48 AM
132	How will you actively seek to provided diversity in hiring of school staff? What resources will you use to provide diversity in curriculum and assure that the Reading Public Schools is meeting the needs of all students? Will you reach out and seek meaningful information and guidance from the rich academic communities available in our state and elsewhere?	11/6/2020 11:37 AM
133	Why Reading? Please tell us of a time you lead a team towards a common vision/goal when you had a group with diverse perspectives. Be specific about how you facilitated the work.	11/6/2020 11:25 AM
134	How will you deal with obnoxious parents who think the school doesn't care about the students or community?	11/6/2020 10:57 AM
135	Can they effectively take control of a strong teachers union or will the tail continue to wag the dog?	11/6/2020 10:55 AM
136	please ask about their plan for inclusion and diversity in the schools and the curriculum. Please ask for their plan on how they play to develop, retain and engage our best educators and administrators. Please ask for their strategic plan on making the Reading Public School system even better...what has worked in their past experience? What hasn't worked and why? What have they learned from that experience?	11/6/2020 10:45 AM
137	The candidate should be able to respond to the prompt, "Tell us about your teaching experience," because If a person has never run a classroom, then they have no business running a school.	11/6/2020 10:40 AM
138	Reading is not a diverse community and has a history of racist actions. How do you envision bringing about education reform in our community and How do you envision moving the culture forward to be inclusive and anti racist?	11/6/2020 10:30 AM
139	-What role should the arts play in a public school curriculum? -How would you encourage administrators, teachers, and students to work together to solve problems rather than compete against each other? -How would go about fostering a supportive, collaborative work environment in the Reading Public Schools? -What role should parents play in district decision making? -Describe a meaningful student moment from your past experience as a classroom teacher.	11/6/2020 10:28 AM
140	How will they increase diversity in staffing? How will they seek to achieve a more racially competent curriculum?	11/6/2020 10:25 AM
141	Na	11/6/2020 10:25 AM
142	How have they managed ambiguous circumstances in the past? ; What's their 30-60-90 day plan once they join the position?; What is their vision? ; How will they manage stakeholders? ; What challenges do they foresee for their role & how would they solve them? ; What would success look like for them one year or five years down the line? How would they inspire confidence in the student /teacher & parent community ? How will they leverage the resources they have to come up with the action plan? (I have many more ideas & willing to contribute more if there is a need.)	11/6/2020 10:22 AM
143	1. What will you do do bring a more diverse staff to Reading Public Schools? 2. What is your experience in the elementary grades and what is your vision for this part of the Reading Public Schools?	11/6/2020 10:20 AM
144	As superintendent, you have responsibilities to the state, but your greatest responsibilities are to the students. Who comes first out of those two groups to you?	11/6/2020 10:20 AM
145	N/A	11/6/2020 10:19 AM
146	1. What is your vision for the district? 2. When was the last time you taught a lesson to students? 3. When was the last time you took on the role of a teacher, completing all the tasks daily? 4. How would you help create positive work spaces that are inclusive across the district? 5. How will you ensure the needs of ALL students are being met? 6. How will you	11/6/2020 10:15 AM

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continue to grow the current staff? 7. How will you create a sense of community and positive relationships with all stakeholders?

147	Is he or she willing to make the changes at the hs to meet the needs of all special needs students?	11/6/2020 10:14 AM
148	How should Reading promote social equity awareness and enhance understand of Diversity in its schools?	11/6/2020 10:09 AM
149	1. How much actual teaching experience do you have? 2. Do you have any SPED experience 3. Do you have any experience at all in managing a budget?	11/6/2020 10:03 AM
150	Are you willing to have a lot of communication with parents? Are you willing to listen and respond to questions posed by the school committee without becoming exasperated as they push back on things?	11/6/2020 9:56 AM
151	How will you attract and retain good teachers	11/6/2020 9:53 AM
152	Please find a non-internal candidate.	11/6/2020 9:49 AM
153	What is your plan to improve academic standards? How do you plan to incorporate what kids need to learn in the real world in to their education? What is your philosophy on diversity and inclusion and how you can not let that push aside academic learning?	11/6/2020 9:46 AM
154	- what skills, knowledge, attitudes, competencies, behaviors, and dispositions do you feel schools need to foster in students to prepare them to live happily and effectively in the emerging world and how could we get Reading schools there?	11/6/2020 9:43 AM
155	The parents in this town need to be part of the solution and not the primary issue....how do you take Reading to the next level in education around drugs, drinking and race during this time of social media and technology. we someone that is a leader and has a spirit like no other candidate.	11/6/2020 9:40 AM
156	How would you describe a successful learning environment? How would you measure success academically, socially, devolopmentally? When success is not being achieved give me an example of how you would handle that adversity? How important to you is parents definition of success?	11/6/2020 9:27 AM
157	What is your 5- and 10-year vision for the Reading Public School System? Describe example(s) of how you implemented these timeline visions from your previous position(s).	11/6/2020 9:25 AM
158	How can you change the curriculum that would teach our kids to love America?	11/6/2020 9:24 AM
159	no comment	11/6/2020 9:21 AM
160	Are you willing to take small risks if you think it is in the best interest of the students and staff of the RPS instead of playing it safe and taking the easy road?	11/6/2020 9:15 AM
161	How will you build a collaborative decision making process where teachers and parents are actively included? How do you respond when stakeholders disagree with your point of view? How will you raise teacher morale and build a positive work environment? How will you create a central office culture where administrators will want to stay long term? How will you empower employees and make them part of the decision making process? How will you make things better?	11/6/2020 9:10 AM
162	What is your business experience	11/6/2020 9:01 AM
163	How will you measure your teachers success? How will you measure student success?	11/6/2020 9:00 AM
164	What is your evaluation of the Reading Public School district as it stands now? What areas do you think need immediate improvement? How will you handle change with limited funding?	11/6/2020 8:56 AM

COMMUNITY PROFILE


Reading is known as a great place to live - just ask anyone who



Reading has a safe, small-town feel with welcoming neighborhoods where

people know and care for each other, and the Town offers its residents many recreational and cultural opportunities, both within the community and as part of the greater Boston region.

Reading is a stable and progressive community that thoughtfully plans for its future. The community values and preserves its history and open spaces while actively supporting smart growth, and a vibrant downtown. Reading has a strong sense of community and a long tradition of civic engagement and volunteerism.



www.reading.k12.ma.us

SCHOOL COMMITTEE MEMBERS

Charles Robinson, Chair



Shawn Brandt

Erin Gaffen



John Parks

DISTRICT LEADERSHIP

Superintendent

Assistant Superintendent









































APPLICATION PROCESS

Applications available at www.masc.org.

Applications should be submitted to amartin@masc.org with the subject line Reading Superintendent Search.









TIMELINE

Application deadline: 

