

**TEWKSBURY PUBLIC SCHOOLS  
TEWKSBURY SCHOOL COMMITTEE**

**REVISED**

**Notice of Special School Committee Meeting #1  
Tuesday, February 22, 2022 at 11:00 AM**

**Meeting Place:**

**Tewksbury Memorial High School  
Large Group Instruction Room #1  
320 Pleasant Street, Tewksbury, MA 01876**

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- 1. CALL TO ORDER - SPECIAL SCHOOL COMMITTEE MEETING - 11:00 AM**
- 2. EXECUTIVE SESSION (Non-Public Session) - 11:00 AM**
- 3. RECONVENE SPECIAL SCHOOL COMMITTEE MEETING (Public Session) - 11:30 AM**
- 4. ANNOUNCEMENT**

The February 22, 2022 Special School Committee Meeting will be televised and recorded and may be viewed live on Comcast Channel 22 and Verizon Channel 34 or YouTube.com/TewksburyTV. Under the Open Meeting Law, the public is permitted to make an audio or video recording of an open session at a public meeting. At this time, I would ask if anyone is recording today's meeting to please identify himself/herself.
- 5. CITIZEN'S FORUM** (*Citizens are asked to limit comments related to items on the agenda to three (3) minutes or ten (10) if spokesperson is representing a group concern.*)
- 6. OPEN MEETING LAW (OML) COMPLAINT. FILED 2/11/2022**
- 7. OPEN MEETING LAW (OML) COMPLAINT. FILED 2/13/2022**
- 8. OPEN MEETING LAW (OML) COMPLAINT. FILED 2/15/2022**
- 9. DISCUSSION OF THE 2022-2023 SUPERINTENDENT SEARCH**
- 10. ADJOURNMENT**

**SCHOOL COMMITTEE MEMBERS**

Keith M. Sullivan, Chairperson, [ksullivan@tewksbury.k12.ma.us](mailto:ksullivan@tewksbury.k12.ma.us)  
Shannon M. Demos, Vice-Chair, [sdemos@tewksbury.k12.ma.us](mailto:sdemos@tewksbury.k12.ma.us) ~ Bridget L. Garabedian, Clerk, [bgarabedian@tewksbury.k12.ma.us](mailto:bgarabedian@tewksbury.k12.ma.us)  
John R. Stadtman, Member, [jstadtman@tewksbury.k12.ma.us](mailto:jstadtman@tewksbury.k12.ma.us) ~ Nicholas G. Parsons, Member, [nparsons@tewksbury.k12.ma.us](mailto:nparsons@tewksbury.k12.ma.us)

Superintendent of Schools Christopher J. Malone, [cmalone@tewksbury.k12.ma.us](mailto:cmalone@tewksbury.k12.ma.us)

**Tewksbury School Committee  
Executive Session (Non-Public Session)  
Tuesday, February 22, 2022 - 11:00 AM**

Tewksbury Memorial High School  
Guidance Office Conference Room  
320 Pleasant Street, Tewksbury, Massachusetts

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**A. CALL TO ORDER**

**B. EXECUTIVE SESSION**

1. To discuss strategy with respect to collective bargaining with employee groups and/or ongoing litigation and/or discussion of personnel matters. The School Committee will reconvene the Special School Committee meeting in open session following the Executive Session.

**C. ADJOURN & RECONVENE SPECIAL SCHOOL COMMITTEE MEETING**



The Commonwealth of Massachusetts  
Office of the Attorney General  
One Ashburton Place  
Boston, Massachusetts 02108

## OPEN MEETING LAW COMPLAINT FORM

### Instructions for completing the Open Meeting Law Complaint Form

The Attorney General's Division of Open Government interprets and enforces the Open Meeting Law, Chapter 30A of the Massachusetts General Laws, Sections 18-25. Below is the procedure for filing and responding to an Open Meeting Law complaint.

#### Instructions for filing a complaint:

- o Fill out the attached two-page form completely and sign it. File the complaint with the public body within 30 days of the alleged violation. If the violation was not reasonably discoverable at the time it occurred, you must file the complaint within 30 days of the date the violation was reasonably discoverable. A violation that occurs during an open session of a meeting is reasonably discoverable on the date of the meeting.
- o To file the complaint:
  - o For a local or municipal public body, you must submit a copy of the complaint to the chair of the public body AND to the municipal clerk.
  - o For all other public bodies, you must submit a copy of the complaint to the chair of the public body.
  - o Complaints may be filed by mail, email, or by hand. Please retain a copy for your records.
- o If the public body does not respond within 14 business days and does not request an extension to respond, contact the Division for further assistance.

#### Instructions for a public body that receives a complaint:

- o The chair must disseminate the complaint to the members of the public body.
- o The public body must meet to review the complaint within 14 business days (usually 20-22 calendar days).
- o After review, but within 14 business days, the public body must respond to the complaint in writing and must send the Attorney General a copy of the complaint and a description of any action the public body has taken to address it. At the same time, the body must send the complainant a copy of its response. The public body may delegate this responsibility to its counsel or a staff member, but only after it has met to review the complaint.
- o If a public body requires more time to review the complaint and respond, it may request an extension of time for good cause by contacting the Division of Open Government.

#### Once the public body has responded to the complaint:

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- o When you file your complaint with the Division, please include the complaint form and all documentation relevant to the alleged violation. You may wish to attach a cover letter explaining why the public body's response does not adequately address your complaint.
- o The Division will not review complaints filed with us more than 90 days after the violation, unless we granted an extension to the public body or you can demonstrate good cause for the delay.

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## OPEN MEETING LAW COMPLAINT FORM

Office of the Attorney General  
One Ashburton Place  
Boston, MA 02108

Please note that all fields are required unless otherwise noted.

### Your Contact Information:

First Name: Deborah Last Name: Wall

Address: 50 Sheffield Road

City: Tewksbury State: MA Zip Code: 01876

Phone Number: +1 (978) 697-7492 Ext.

Email: debwall@gmail.com

Organization or Media Affiliation (if any):

Are you filing the complaint in your capacity as an individual, representative of an organization, or media?

(For statistical purposes only)

☒ Individual ☐ Organization ☐ Media

### Public Body that is the subject of this complaint:

☒ City/Town ☐ County ☐ Regional/District ☐ State

Name of Public Body (including city/town, county or region, if applicable): Tewksbury School Committee

Specific person(s), if any, you allege committed the violation: Keith Sullivan

Date of alleged violation: 02.09.2022

## Description of alleged violation:

Describe the alleged violation that this complaint is about. If you believe the alleged violation was intentional, please say so and include the reasons supporting your belief.

Note: This text field has a maximum of 3000 characters.

The 02.09.2022 Tewksbury School Committee meeting was contentious and heated. Throughout the meeting the Chairperson threatened to remove those who were disruptive. After a brief recess a citizen attempted to speak and the Chairperson took exception. A brief exchange occurred and the Chairperson instructed the police to clear the room. The police escorted every person in attendance out of the room. The door to the room was then shut and the Chairperson continued the meeting. The Chairperson denied residents the right to attend a public meeting and then conducted a meeting and deliberated behind the closed door.

The action of clearing the room of every single spectator and then closing the door and resuming the meeting, with deliberations is, if not an action taken with specific intent to violate the Open Meeting Law, then at the very least an action taken with deliberate ignorance of the law's requirements. There is no more basic requirement of the Open Meeting Law than that meetings be open to the public. I understand that a public body, particularly a Chairperson, may order a person who continues to disrupt a meeting to withdraw from the meeting, and said Chairperson may authorize police to remove the disruptive person from the meeting, but to exclude every single member of the public from its meeting, closing the doors, and then proceeding with the meeting is wrong and a violation of Open Meeting law.

The recorded meeting can be found here: [https://www.youtube.com/watch?v=pRQsJtJGek&list=PLiF6fllt8vwrQbB0JA\\_QbTMJXKTQmWFnf&index=1](https://www.youtube.com/watch?v=pRQsJtJGek&list=PLiF6fllt8vwrQbB0JA_QbTMJXKTQmWFnf&index=1)

What action do you want the public body to take in response to your complaint?

Note: This text field has a maximum of 500 characters.

Immediate and continued compliance with Open Meeting Law.  
Considering the School Committee has attended at least two Open Meeting Law trainings in the 2021-22 school year, a training, in person with Open Meeting legal counsel would be preferred.  
An apology for being excluded from a public meeting.

## Review, sign, and submit your complaint

### I. Disclosure of Your Complaint.

**Public Record.** Under most circumstances, your complaint, and any documents submitted with your complaint, is considered a public record and will be available to any member of the public upon request.

**Publication to Website.** As part of the Open Data Initiative, the AGO will publish to its website certain information regarding your complaint, including your name and the name of the public body. The AGO will not publish your contact information.

### II. Consulting With a Private Attorney.

The AGO cannot give you legal advice and is not able to be your private attorney, but represents the public interest. If you have any questions concerning your individual legal rights or responsibilities you should contact a private attorney.

### III. Submit Your Complaint to the Public Body.

The complaint must be filed first with the public body. If you have any questions, please contact the Division of Open Government by calling (617) 963-2540 or by email to [openmeeting@state.ma.us](mailto:openmeeting@state.ma.us).

By signing below, I acknowledge that I have read and understood the provisions above and certify that the information I have provided is true and correct to the best of my knowledge.

Signed:

Deborah Wall



Date:

02-11-2022

For Use By Public Body

Date Received by Public Body:

For Use By AGO

Date Received by AGO:



The Commonwealth of Massachusetts  
Office of the Attorney General  
One Ashburton Place  
Boston, Massachusetts 02108

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- o If the public body does not respond within 14 business days and does not request an extension to respond, contact the Division for further assistance.

#### Instructions for a public body that receives a complaint:

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- o The public body must meet to review the complaint within 14 business days (usually 20-22 calendar days).
- o After review, but within 14 business days, the public body must respond to the complaint in writing and must send the complainant a response and a description of any action the public body has taken to address the allegations in the complaint. At the same time, the body must send the Attorney General a copy of the complaint and a copy of the response. The public body may delegate this responsibility to an individual member of the public body, its counsel, or a staff member, but only after the public body has met to review the complaint.
- o If a public body requires more time to review the complaint and respond, it may request an extension of time for good cause by contacting the Division of Open Government.

#### Once the public body has responded to the complaint:

- o If you are not satisfied with the public body's response to your complaint, you may file a copy of the complaint with the Division by mail, by email, or by hand, but only once you have waited for 30 days after filing the complaint with the public body. Mail may be sent to: The Division of Open Government, Office of the Attorney General, One Ashburton Place - 20<sup>th</sup> Floor, Boston, MA 02108. Emails may be sent to: [openmeeting@state.ma.us](mailto:openmeeting@state.ma.us).
- o When you file your complaint with the Division, please include the complaint form and all documentation relevant to the alleged violation. You may wish to attach a cover letter explaining why the public body's response does not adequately address your complaint.
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## OPEN MEETING LAW COMPLAINT FORM

Office of the Attorney General  
One Ashburton Place  
Boston, MA 02108

Please note that all fields are required unless otherwise noted.

### Your Contact Information:

First Name: Michelle Last Name: Haley

Address: 25 Kent Street

City: Tewksbury State: Ma Zip Code: 01876

Phone Number: 9787298177 Ext. \_\_\_\_\_

Email: michellefh@comcast.net

Organization or Media Affiliation (if any): Tewksbury SEPAC

Are you filing the complaint in your capacity as an individual, representative of an organization, or media?

(For statistical purposes only)

☒ Individual ☐ Organization ☐ Media

### Public Body that is the subject of this complaint:

☒ City/Town ☐ County ☐ Regional/District ☐ State

Name of Public Body (including city/town, county or region, if applicable): Tewksbury School Committee

Specific person(s), if any, you allege committed the violation: \_\_\_\_\_

Date of alleged violation: 2/9/2022

## Description of alleged violation:

Describe the alleged violation that this complaint is about. If you believe the alleged violation was intentional, please say so and include the reasons supporting your belief.

Note: This text field has a maximum of 3000 characters.

At the most recent 2/9/2022 School Committee meeting, the meeting space was insufficient for the number of members of the public that attended. Therefore, I was prevented access from the meeting and had to sit outside of the meeting room. At one point during the meeting, the School Committee chair cleared the room, because of a disturbance regarding confusing about public comments. Everyone in the room at that time was required to leave. I was not in the room. When the room was cleared, I tried to enter the room to listen to the remainder of the SC meeting. I was prevented access by the police officer, who explained he could not allow any members of the public into the meeting, as was told to him by the Chair. I explained that I was a member of the Tewksbury SEPAC, and since they were on the agenda, I wanted to be there to listen to that portion. As an advisory council to the SC, a member of the SEPAC is almost always on hand at the meeting to be available to answer any questions or speak during our portion of the agenda. The SEPAC is on the agenda under Committee updates. I am a parent at large on the SEPAC. While I understand that the chair has a right to remove disruptive participants from the meeting, I was not a disruptive participant, nor was I was in the room at the time of the disruption. Therefore, I should have been allowed access. One other person was allowed in the room because she was on the agenda, but I was not allowed in. Furthermore, one liaison on the School Committee that typically does the update for the SEPAC left the meeting, the other did not give the update, and therefore, the SEPAC was omitted from the agenda completely, without notice. SEPAC representatives were on hand to give the update, if they were allowed in.

What action do you want the public body to take in response to your complaint?

Note: This text field has a maximum of 500 characters.

- Rewrite the conflicting policies for public comment so that they are clear and not subject to interpretation(BEDH, and BEDH-E). My reason for this is that this caused the disturbance that required the chair to feel the need to clear the room in the first place
- More training for the Tewksbury SC on policy, OML, and its relationship with SEPACs.
- Ensure the space for meetings going forward is adequate for the size of the audience.
- Enforce rules and policies fairly and consistently.

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By signing below, I acknowledge that I have read and understood the provisions above and certify that the information I have provided is true and correct to the best of my knowledge.

Signed: \_\_\_\_\_

*Nichelle Halaj*

Date: \_\_\_\_\_

*2/13/22*

For Use By Public Body  
Date Received by Public Body:

For Use By AGO  
Date Received by AGO:





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Office of the Attorney General  
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Boston, MA 02108

Please note that all fields are required unless otherwise noted.

### Your Contact Information:

First Name: Doreen Last Name: Healy

Address: 53 Baldwin Road, #1702

City: Billerica State: MA Zip Code: 01821

Phone Number: 9789857907 Ext.

Email: doej7@yahoo.com

Organization or Media Affiliation (if any): N/A

Are you filing the complaint in your capacity as an individual, representative of an organization, or media?

(For statistical purposes only)

☒ Individual ☐ Organization ☐ Media

### Public Body that is the subject of this complaint:

☐ City/Town ☐ County ☒ Regional/District ☐ State

Name of Public Body (including city/town, county or region, if applicable): Tewksbury Public School District

Specific person(s), if any, you allege committed the violation: Tewksbury School Committee; K. Sullivan, B. Garabedian, S. Demos, N. Parsons

Date of alleged violation: 02/09/2022

## Description of alleged violation:

Describe the alleged violation that this complaint is about. If you believe the alleged violation was intentional, please say so and include the reasons supporting your belief.

Note: This text field has a maximum of 3000 characters.

During the 02.09.2022 School Committee meeting members of the committee whispered to each other and conducted business out of the capture of the microphone. Open Meeting Law was designed to "eliminate much of the secrecy surrounding deliberations and decisions on which public policy is based." It is alleged that members of the Committee improperly deliberated by communicating with each other via hushed voices, outside of the capture of the microphone. Those deliberations were not open and accessible to the public. These deliberations were entirely inaudible to the public.

In fact, during a recoding of the meeting found here

([https://www.youtube.com/watch?v=pRQsJtJGejk&list=PLiF6fIt8vwrQbB0JA\\_QbTMJXKTQmWFnf&index=1](https://www.youtube.com/watch?v=pRQsJtJGejk&list=PLiF6fIt8vwrQbB0JA_QbTMJXKTQmWFnf&index=1))

You can hear Mr. Parsons tell the attendees that Mr. Sullivan "Whispered to him that they have 5 minutes left" (Please reference timestamp 2:07:40), Mr Sullivan again whispers to Ms. Garabedian (Please reference timestamp 2:16:28). The whisper to Ms. Garabedian was inaudible to the public and she did not clarify for the record the whisper as Mr. Parsons did for the audience to hear.

This behavior was not intended to clarify procedural process and was in fact intended to be deliberations and or directions designed to limit public participation and be done outside of the earshot of the public. It was not an innocent mistake as it happened on more than one occasion. The whispers were a deliberate attempt to restrict the publics ability to continue with public comments and witness deliberation and that is a violation of Open Meeting Law.

The very basic premise of an open meeting is to allow the public to participate and be privy to deliberations. Whispering, as was done at the 02.09.2022 meeting denies the public those very rights.

What action do you want the public body to take in response to your complaint?

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Follow the Open Metting Laws, all SC members should recieve training regarding OML  
Publicly Acknowledge the fact that this public body is not following OML.

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By signing below, I acknowledge that I have read and understood the provisions above and certify that the information I have provided is true and correct to the best of my knowledge.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

### Salary Comparisons

#### DART Districts – FY21 Salaries

Danvers	\$192,958
East Longmeadow	\$166,946
Easton	\$189,000
Foxboro	\$192,550
Franklin	\$197,657
Grafton	\$183,000
Mansfield	\$177,302
Marshfield	\$201,758

#### Area Districts – FY21 Salaries

Billerica	\$203,762
Chelmsford	\$200,277
Wilmington	\$201,572
Tyngsborough	\$181,380
N. Reading	\$175,000

### **Suggested Search Committee Composition**

4 parents – one from each level (High School, Middle School, Upper Elementary, PK-2)  
Letters of interest sent to School Committee Chair – selected by School Committee

4 teachers – one from each level  
Selected by TTA

1 Principal  
Selected by building principals

1 Central Office Administrator  
Selected by Central Office staff

1 Community member  
Letters of interest sent to School Committee Chair – selected by School Committee

2 School Committee members  
Selected by the School Committee

# **TEWKSBURY PUBLIC SCHOOLS**

## **Proposed Superintendent Search Timeline**

(Subject to School Committee Review and Adjustment)

Tuesday, February 22	School Committee meets with Search Consultant to: <ul style="list-style-type: none"> <li>• Confirm timeline</li> <li>• Determine qualifications and compensation</li> <li>• Discuss advertising and candidate recruitment strategy</li> <li>• Determine Screening Committee composition and recruitment plan</li> <li>• Approve online survey and Focus Group schedule</li> </ul>
Friday, February 25	Advertising begins
February 21-March 11	Conduct focus groups and online survey Recruit volunteers for Screening Committee*
Wednesday, March 16 and Focus	Consultant meets with School Committee to review survey Group results Finalize Screening Committee membership
Wednesday, March 23	Screening Committee Orientation
Friday, March 25	Application Deadline
Wednesday, March 30	Screening Committee meets to select semi-finalists
April 4-7	Screening Committee interviews semi-finalists and Selects finalists
Wednesday, April 13	Screening Committee presents Finalists to the School Committee. Screening Committee is discharged.
April 25-May 4	Finalists site visits to Tewksbury and interviews Tewksbury School Committee visits to finalist's districts
Thursday, May 5	School Committee votes to appoint Superintendent
July 1, 2022 Or as soon as possible	Superintendent begins tenure

\*It is critical that all members of the Screening Committee be present for all semi-finalist interviews to enable participation in voting for finalists. Setting meeting dates for the Screening Committee before recruiting can be invaluable in keeping the search on track by ensuring that interested volunteers are able to make the scheduled meetings.



## QUALIFICATIONS

The Tewksbury School Committee seeks a dynamic, energetic individual to assume the leadership of the district. The following qualifications are required:

- Certified or eligible for certification as a Superintendent of Schools in Massachusetts;
- Master's degree required, advanced degree encouraged;
- 10 years of successful work experience in education administration.

## SELECTION CRITERIA

The successful candidate will demonstrate:

- Demonstrates excellent communication and political skills;
- Demonstrates strong leadership skills;
- Shows experience with development and implementation of curriculum;
- Shows successful administrative experience;
- Demonstrates success in improving and maintaining high academic performance;
- Demonstrates success in building construction and facilities management;
- Understands and recognizes good teaching;
- Demonstrates success in community engagement / involvement;
- Shows understanding of and experience with Special Education;
- Shows experience with educational technology and digital learning.

The Tewksbury Public School District is an equal opportunity employer.

## THE SCHOOL DISTRICT

Student enrollment 2014-2015: 3,638      2021-2022: 3400

Budget (FY16): \$57,616,151      FY22: \$62,617,856

### School Buildings current

Tewksbury Memorial High School.....	(9-12)	Effective Jan 2023
John W. Wynn Middle School.....	(7-8)	
John F. Ryan Elementary School.....	(5-6)	TMHS (9-12)
North Street Elementary School.....	(3-4)	Wynn (7-8)
Louise Davy Trahan Elementary School.....	(3-4)	Ryan(5-6)
Heath Brook Elementary School.....	(PreK-2)	Center NEW (2-4)
L. F. Dewing Elementary School.....	(PreK-2)	Heath Brook (PK-1)
		Dewing (PK-1)

### Administration and staff:

Superintendent	Assistant Superintendent of Curriculum, Instruction & Assessment	Mathematics Curriculum Coordinator
Director of Curriculum, Instruction & Assessment	Director of Student Services Special Education	Humanities Curriculum Coordinator
Director of Food Services	Director of Information Technology	TYPO here
Business Manager	Finance & Operations Manager	Assistant Business Manager
Director of Extended Day & Community Services	Human Resources Administrator	Director of Student and Family Support
Maintenance Foreman	Assistant Maintenance Foreman	
Athletic Director/Tewksbury Memorial High School Facility Manager	Director of Facilities (shared with municipal)	
High School Principal	High School Assistant Principal (2)	
High School Athletic Director	Middle School Principal	
Assistant Principal (Middle School)	Elementary School Principals (5)	
Elementary School Assistant Principals (2)		

Teachers (283) 290  
Paraprofessionals (65)  
Nurses (1-per-building)10  
Support Staff (58)

### Tewksbury School Committee

Kristen Polimeno	Keith Sullivan
Dennis Francis	Bridget Garabedian
James Culellis	Shannon Demos
Brian Dick	John Stadman
Jayne Miller	Nicholas Parsons

## COMPENSATION

Salary: \$165K-\$190K; fringe benefits package negotiable; three-year contract.  
not sure what the market rate is here...\$200-220K???

## TIMELINE 2015-2016 I assume you will redo this

November 24	Deadline for submitting applications
November 30	Semifinalists selected
December 14-17	Semifinalist interviews
December 17	Finalists selected
Week of January 4, 2016	School Committee site visits
January 12-14, 19-20	Finalists site visits/interviews
On/about January 20	Vote to appoint Superintendent
July 1, 2016	Start date



## APPLICATION PROCESS

For further information please contact:

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

Completed applications and information must be received at this location or faxed on or before **NOVEMBER 24, 2015** at 3:00 p.m. EDT.

The appointment will be made on or about **JANUARY 20, 2016** with anticipated starting date of **JULY 1, 2016** or as soon as possible.

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

[Assume you will update this page](#)

## COMMUNITY PROFILE

Tewksbury is a suburban community neighboring the historic City of Lowell. The town was incorporated in 1734 after the original inhabitants had separated from neighboring Billerica the previous year.

Originally known as the Carnation Capital of the World, the horticultural and farming interests have been replaced by housing and industrial growth. Located just twenty miles north of Boston, the Town of Tewksbury is at the juncture of Interstate 495 and 93 and is an easy commute to the north shore beaches. Facilities of Raytheon Company and Demoulas/Market Basket Incorporated are located within the town. Increase growth in the areas of affordable housing and industry are anticipated.



Higher education institutions – The University of Massachusetts-Lowell, Merrimack College and Middlesex Community College are nearby as are cultural opportunities by the Merrimack Repertory Theatre, Collins Center for the Performing Arts and Lowell National Historic Park. The town boasts a strong interest in sports and provides extensive recreational facilities for children and adults coupled with an enviable town-wide youth athletic program.

Tewksbury is considered a family oriented community. It has a high and visible interest in children, and supports a strong senior citizens center with a wide range of activities. The largest public chronic care hospital in the country, Tewksbury State Hospital, occupies 1300 acres near the center of town.

Citizens of the community are considered friendly and supportive of good schools and good government. The town has an open meeting form of government, and it employs a town manager. A spirit of cooperation exists among town departments.

An invitation to apply

## SUPERINTENDENT OF SCHOOLS

**Tewksbury Public Schools**  
Tewksbury, MA



[www.tewksbury.k12.ma.us](http://www.tewksbury.k12.ma.us)

### Mission of the Tewksbury School District

The mission of the Tewksbury Public Schools is to provide educational opportunities for all our students to enable them to reach their potential in a safe, secure, healthy learning environment while valuing diversity and promoting responsible citizenship.

REPLACE WITH DISTRICT STRATEGY THEORY OF ACTION AND CORE VALUES



## Superintendent Criteria

The Tewksbury School Committee is seeking your input as it starts the process of selecting the next Superintendent. We invite you to answer the following questions that will assist them in developing questions for the candidates. Thank you for participating in the survey.

**NOTE:** The results of this survey are being independently received and tabulated by the Massachusetts Association of School Committees on behalf of the School Committee.

1. Please select the category that best describes you

- ☐ Parent/Guardian of a Tewksbury Public Schools student(s)
- ☐ Employee of the Tewksbury Public Schools
- ☐ Resident of the community without children enrolled in the Tewksbury Public Schools
- ☐ Other (please specify)

\* 2. Please select most significant current or future issues that the new superintendent will need to address (You may check up to FIVE issues):

- |  |  |
|--|--|
| <input type="checkbox"/> Strategic/Long-range planning               | <input type="checkbox"/> School-based technology                           |
| <input type="checkbox"/> Collective bargaining                       | <input type="checkbox"/> Academic standards/Student assessment             |
| <input type="checkbox"/> Facilities management/Building construction | <input type="checkbox"/> Diversity of staff and student body               |
| <input type="checkbox"/> Curriculum development and Instruction      | <input type="checkbox"/> Staff evaluation                                  |
| <input type="checkbox"/> Financial management/Budget development     | <input type="checkbox"/> Social/emotional well-being of students and staff |
| <input type="checkbox"/> Communications with parents and community   | <input type="checkbox"/> District/school culture                           |
| <input type="checkbox"/> Staff relations                             | <input type="checkbox"/> District/community partnerships                   |
| <input type="checkbox"/> Professional development                    |  |
| <input type="checkbox"/> Other (please specify)                      |  |

3. What do you believe is/will be the most important issue facing the next superintendent?

\* 4. 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 Tewksbury Public Schools to possess? (You may check up to THREE positions below)

- |  |   |
|--|---|
| <input type="checkbox"/> Superintendent in another school district | <input type="checkbox"/> Teacher  |
| <input type="checkbox"/> Assistant Superintendent                  | <input type="checkbox"/> Curriculum Specialist  |
| <input type="checkbox"/> Human Resources Director                  | <input type="checkbox"/> Special Education Director   |
| <input type="checkbox"/> Finance Director/Business Manager         | <input type="checkbox"/> Leadership position outside of education   |
| <input type="checkbox"/> Building Principal                        | <input type="checkbox"/> Prior experience doesn't matter as long as the candidate has the right skill set |

5. 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?

	Critically Important	Above Average Importance	Of Average Importance	Below Average Importance	Relatively Unimportant
Budget development/management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curriculum development and evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goal setting/strategic planning and implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities management and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resource management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School-based technology and digital learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building/construction projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collective Bargaining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. 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?

	Critically Important	Above Average Importance	Of Average Importance	Below Average Importance	Relatively Unimportant
Ability to develop and direct an effective Administrative Leadership Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintain visibility and accessibility to staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintain visibility and accessibility to parents and community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated ability to work with elected officials beyond the School Committee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exceptional written communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strong knowledge of and experience with school finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Success in improving/maintaining high academic performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience in development and implementation of curriculum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful administrative experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated knowledge of Social Emotional learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands and recognizes good teaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience in promoting professional development for all staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of Special Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated track record of promoting diversity, equity, inclusion and access in staff, students and community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. 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?

	Critically Important	Above Average Importance	Of Average Importance	Below Average Importance	Relatively Unimportant
A problem solver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visionary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A strong communicator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A strong listener	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A risk taker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Approachable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assertive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goal-oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culturally competent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Please add any additional comments here. Thank you for participating in the survey.