

**MINUTES OF THE LINCOLN SCHOOL COMMITTEE  
THURSDAY, OCTOBER 3, 2022 – OPEN SESSION  
5:00 – 6:30 PM  
HYBRID MEETING**

In-person Attendance: John MacLachlan (Chairperson), Tara Mitchell (Vice Chairperson), Adam Hogue, Kim Rajdev, Susan Taylor

Also in attendance: Robert Ford (Director of Instructional Operations and Technology), Dr. John Brackett (Collins Center)

Virtual Attendance: Kim Mack (METCO Representative), Laurel Wironen (Hanscom Educational Liaison)

Ms. Wironen left the meeting at approximately 5:30 pm

**Greetings and Call to Order**

Mr. MacLachlan, Chairperson, called the open session to order at 5:01 PM via hybrid participation. *Pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §18, and the Governor's March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place, as further extended on June 15, 2021 by the Governor's signing of Bill #2475, this meeting of the School Committee will be conducted as a hybrid meeting with both in-person participation and remote participation via Zoom.*

**Superintendent Search Orientation:**

**Documents: Superintendent of Schools Search Timeline – Final; Attachment A: Focus Group/Forums; Lincoln Public Schools Superintendent of School Search Survey; Attachment B: Possible Configuration of Screening Subcommittee; Announcement of Vacancy**

Mr. MacLachlan stated that the purpose of this meeting is to review the Superintendent Search Orientation Process. The information will be presented by Dr. John R. Brackett, Consultant at the Edward J. Collins Center for Public Management at the University of Massachusetts, Boston.

**Introductions and experience of the Collins Center on-site team**

Dr. Brackett introduced himself and the Collins Center. He stated that the goal of tonight is to make everyone comfortable with the process and to give the broad community a sense of what to expect in the coming months. He added that the agenda outlines what will be taking place as the district begins the search. He noted that he has done 7 superintendent searches in the past. He is part of a small group that strives to be able to commit the time that is needed for this process.

Mr. Ray Shurtleff will work with Dr. Brackett on this search. Dr. Brackett added that he encourages anyone with questions or concerns to please reach out. He added that this is a good time for a search and Lincoln has a great reputation. The district will get some high-quality candidates. Dr. Brackett praised Dr. McFall for the work she has done in the district.

**Importance of Confidentiality**

Dr. Brackett stated that he will often talk about confidentiality because it is so important but things will not be done in secret. It will be a very open search. However, the search committee groups are authorized to meet in executive session. Only members of the search committee will have access to the applicants. The candidates need to know that their applications will be confidential until they are finalists.

The goal is to build a pool and keep the integrity of the process. We stress the importance of confidentiality because people will want to know. There will be other things that will need to be discussed in open session. But the Search Committee will be in executive session. Then the finalist meetings will be held in open session.

- Ms. Taylor asked about the School Committee requirements that the members would like to see in a candidate. Dr. Brackett noted that there should be certain non-negotiable and preferred requirements and then others that can be changed. The screening committee will have the vacancy notice that you will accept tonight along with the data from the focus groups and surveys. All of that information will be compiled into a profile. It's not a checklist for the screening committee but it gives them an understanding of what the needs are for the wider community. They are only restricted by the things that the School Committee requires. The School Committee will be voting on that tonight. There are some minimum threshold requirements but the more requirements, the smaller the pool becomes.
- Ms. Mack stated that it is important to include a synopsis of what the Superintendent does because many people don't know what or understand the actual job of a superintendent. Dr. Brackett replied that in the focus groups we talk about what is a good leader. We try to make people understand that this is essentially the CEO of the organization. We can make a job description available as well.
- Ms. Taylor added that she feels as though it is strange that the screening committee would start screening candidates before the School Committee can see the profile and have a say in what we need to vote on. Ms. Mitchell replied that there will be 2 School Committee members on the screening committee so they will be able to represent the needs of the School Committee.

### **Review the draft timeline and discuss key decision points**

Dr. Brackett reviewed the timeline for the search process and added that the information will be posted on the LPS website. He noted following upcoming important tasks:

- The focus group and survey data will be used to create a profile.
- The selection of the screening subcommittee.
- The vacancy will be posted tonight assuming it is approved.
- The vacancy will be open until November 28<sup>th</sup> so it provides more time to recruit candidates.

Where will the vacancy notice be posted:

- Will be posted on the MASS website immediately
- A copy will be sent to every school of education in MA targeting Harvard and Boston College.
- School Spring
- The district website
- Ed Week online posting on Top School Jobs – that will be our outreach to areas beyond MA.

### **Developing a Successful Candidate Profile and on-line survey:**

Outreach and candidate pools:

- Dr. Brackett will do one-on-one outreach with people who have expressed interest in superintendency.
- The Collins Center does not have a stable of applicants that we bring to LPS and then to another district.
- New England Association of School Superintendents will be notified. There is not a lot of movement from state to state because pensions are not often transferrable.

### **Developing a Successful Candidate Profile and on-line survey**

The School Committee discussed the following with Dr. Brackett:

- Ms. Mack asked about measures being taken to ensure a diverse candidate pool? Dr. Brackett replied that they are targeting groups that are working with people of color in leadership roles. We have a network that we will start directly connecting with leaders of color that we are aware of. We can make sure that they are aware of the position. We can encourage them but we cannot force anyone to apply.
- Finalists will be announced in January. The finalists will be invited to the district to meet with staff and faculty and administrators.

- Ms. Mack asked about adding a survey question regarding what time is best for people to participate in the forums. Dr. Brackett replied that it is difficult to have a community forum late in the day but he is cognizant that different times work better for some versus others. He noted that meetings can be done in-person and via Zoom simultaneously making them more accessible to a broader audience.
- Ms. Taylor asked who organizes the day when the candidates visit the district? Dr. Brackett replied that the School Committee representative is the go-to person for setting up the meetings. He also has a template that has been used before.
- Interviews are held in open meeting and the decision-making process is in open meeting as well.
- Ms. Mitchell asked about extending the survey time to October 30 so people have time over the weekend to review the email and questions. Dr. Brackett replied that the date could be extended.
- Mr. MacLachlan will send a thank you email to candidates who send their application materials in November, notifying them that they will not be hearing from the screening subcommittee until January.
- The screening subcommittee members will need to be available on Nov 29, Dec 13, and Jan 9, 10, 11.
- The subcommittee should be made up of about 12-14 members. Dr. Brackett is recommending 13.

Mr. MacLachlan moved to approve the timeline with the one amendment to extend the survey deadline to October 30th. Mr. Hogue seconded.

Roll call vote: Hogue – yes. Mitchell – yes. MacLachlan – yes. Taylor – yes. Rajdev – yes. Mack – yes.

Dr. Brackett reviewed the list of survey questions included in the online community survey. He noted that we do not weigh the data for someone who has been here more than 10 years vs. someone who has been here for only 3 years.

- The questions will help develop what is important to the community and will help build a profile.
- Dr. Brackett will look for trends because there will be a lot of one off questions.
- Ms. Taylor noted that one important topic that is not listed is health and safety.
- Ms. Mitchell added that she appreciated that the survey is short, requiring less time to complete.

### **Appointment and makeup of Screening Subcommittee**

Dr. Brackett reported that typically the screening subcommittee should represent the community, He reviewed the possible configurations of the Screening Subcommittee and noted that it should be a balance, staff, parents and community representatives.

He added that we will be sending a request for participation to the community members next week and the subcommittee will be chosen by November 17<sup>th</sup>.

### **Review vacancy notice and basic qualifications**

Dr. Brackett reviewed the vacancy announcement, noting that the qualifications are what the superintendent would need to have in order to be a successful candidate. There are must-have requirements that are non-negotiable, as well as preferred and strongly preferred requirements.

- None of the thresholds are a checklist but we are saying this is what we will be looking for in a successful candidate.
- Some districts included a minimum number of years of experience. Dr. Brackett discussed that criteria but noted it is one more threshold that limits the potential candidate pool.
- Ms. Mitchell stated that in the Lincoln Public Schools district paragraph, it is important to mention Hanscom Air Force Base. Should include information that LPS has a contract with DoDEA so the candidate knows that it is something that needs to be managed as part of the job.
- Mr. Ford recognized that it might be too difficult to include all of the nuances of managing Hanscom AFB. He suggested HPS and HMS serving military families operate under contractual partnership with DoDEA. Lincoln Primary School, serving families from Lincoln and Boston.

- Ms. Taylor suggested that the relationship with the unions and “getting along” with them is an important component of the job but it is not mentioned.
- Dr. Brackett also noted that the relationship with the School Committee is also one of the most important parts of the job as well.

Mr. MacLachlan moved to approve the vacancy announcement with the changes discussed. Mr. Hogue seconded. Roll call vote: Hogue – yes. Mitchell – yes. MacLachlan – yes. Taylor - yes. Rajdev – yes. Mack – yes.

Dr. Brackett reported that he is working dates / times and locations for the focus groups. Some will be in person and some will be via Zoom. Information will be sent out as soon as everything is set up:

- Hanscom faculty / staff
- Lincoln faculty / staff
- District administrators
- Lincoln parents and community on Zoom if possible
- Hanscom parents and community on Zoom if possible
- Boston parents and families on Zoom if possible

Dr. Brackett and School Committee discussed the following:

- There will be a community forum for just the finalists once they are chosen.
- Ms. Taylor asked if there is a place for input from the current Superintendent? Dr. Brackett noted that it can be awkward and Dr. McFall will not be a part of this process, at her request. Mr. MacLachlan added that Dr. McFall would like to remain hands off but she is available if needed.
- The surveys will be anonymous. It is important to get as much input as possible from the community and key stakeholders.

### **Adjournment**

Mr. MacLachlan moved to adjourn at 6:44 PM. Mr. Hogue seconded.

Roll call vote: Hogue – yes. Mitchell – yes. MacLachlan – yes. Rajdev – yes. Taylor – yes. Mack – concur.

The next School Committee open meeting is scheduled for Thursday, October 6, 2022 at 6:00 PM.

Respectfully submitted,  
Amy Pearson  
Recording Secretary

*Approved at School Committee Meeting of January 12, 2023.*