



School Committee Meeting Materials

Regular School Committee Meeting

November 7, 2016

7:00pm

*Mr. James M. Fleming
Ms. Deborah Amaral
Ms. Mary A. Manning*



*Mr. Patrick Schultz
Dr. Brendan R. Walsh
Ms. Kristine Wilson*

Mayor Kimberley Driscoll, Chair

Law, M.G.L. c.30A § 18-25 and City Ordinance Sections 2-2028 through 2-2033.”

November 3, 2016

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the **Salem School Committee** will hold a **Regular School Committee meeting Monday, November 7, 2016 at 7:00 p.m.** The meeting will be held in the **School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.**

AGENDA

Monday, November 7, 2016

- I. Call of Meeting to Order**
- II. Approval of the Agenda**
- III. Approval of Minutes**
 - a. Deliberation and Vote on the minutes of the Regular School Committee Meeting held on October 24, 2016
- IV. Questions and Comments from the Audience**
- V. Action Items**
 - a. Deliberation and Vote on the appointment of Ms. Angelica Alayon as Secretary to the Salem School Committee
- VI. Superintendent Report – Margarita Ruiz**
- VII. Presentations and Reports**
 - a. Presentation on Overview of the Pupil Personnel Services Program in the Salem Public Schools
- VIII. Finance Report**
 - a. **Approval of Warrants**
October 20, 2016 in the amount of \$499,010.48
October 27, 2017 in the amount of \$369,820.43

b. Budget Transfer Requests FY17

**IX. Subcommittee Reports
Policy Subcommittee**

- a. Deliberation and Vote on the Second Reading of the Recommendation of the Policy Subcommittee on the revisions to the following policies in the 6000-policy series:

6102	Governance
6105	SC Member Ethics
6107	Committee Superintendent Relationship
6202	Policy Dissemination
6203	Policy Formation
6204	Policy Adoption
6302	Officers of the Committee
6401	Notification of School Committee Meetings
6402	Time and Location of School Committee Meetings
6403	Executive Sessions
6405	Meeting Agenda Format
6406	Voting Method
6408	Minutes to SC Meetings
6409	Public Participation at School Committee Meetings
6501	Subcommittees

IX. Report on Committee of the Whole Meeting held on November 1, 2016 regarding the Superintendent's Evaluation

- a. Deliberation and Vote on the Superintendent's Goals

X. School Committee Concerns and Resolutions

XI. Questions and Comments from the Audience

XII. Adjourn to Executive Session with no plan to return to open session to discuss litigation strategy pursuant to Purpose 3 of the Open Meeting Law with respect to the pending lawsuit, McFarland v. City of Salem/Salem School Committee as a discussion of the matter in open session may have a detrimental effect on the School Committee's litigation position.

Respectfully submitted by:

Eileen M. Sacco, Secretary to
Salem School Committee

Salem School Committee
Meeting Minutes
Monday, October 24, 2016

A regular meeting of the Salem School Committee was held on Monday, October 24, 2016 at 6:30 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

Members Present: Mayor Kimberley Driscoll, Dr. Brendan Walsh, Mr. James Fleming, Deborah Amaral, Ms. Mary Manning, Patrick Schultz, and Kristine Wilson.

Members Absent: None

Others Present: Ms. Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent, Margaret Marotta, Assistant Superintendent, Business Manager Kristin Shaver, Chief of Systems Strategies Dr. Jill Conrad, and Chief of Communications Kelley Rice.

Call to Order

Mayor Driscoll called the Regular Meeting of the Salem School Committee to order at 6:30 p.m.

Approval of the Agenda

Mr. Fleming moved to approve the agenda as presented. Ms. Wilson seconded the motion. The motion carried.

Approval of Minutes

Mr. Fleming moved to approve the minutes of the September 6, 2016 Regular School Committee meeting as amended. Dr. Walsh seconded the motion. The motion carried.

Questions and Comments from the Audience

There were no questions of comments from the audience at this time.

Action Items

- a. Deliberation and vote on the Clarification and/or the Recession of the vote taken on the Resolution to Not Raise the Existing Cap on Charter Schools in the Commonwealth of Massachusetts taken at the September 19, 2016 School Committee meeting.

Mr. Schultz moved to clarify for the record that the vote on the Resolution to Not Raise the Existing Cap on Charter Schools in the Commonwealth of Massachusetts taken at the September 19, 2016 School Committee meeting be clarified that the motion failed. Ms. Amaral seconded the motion.

Discussion:

Mayor Driscoll recalled that at the last meeting when the School Committee voted on the resolution she initially declared that the motion failed for lack of a majority and upon further discussion she determined that the motion carried. She explains that it was an error on her part and since then upon conferring with School Committee Counsel it has been determined that that was an error and in fact the motion failed according to School Committee policy which calls for a majority of the members present for the motion to carry. She requested that the School Committee clarify the vote or vote to rescind the motion.

Dr. Walsh stated that the motion on the agenda is confusing noting that it asks the School Committee to do one of two things and the School Committee usually acts on a motion which makes a difference and it needs to be discussed which he is prepared to do. He states that he has overwhelming evidence that this ruling is incorrect.

Mr. Fleming states that the action before the School Committee should be to reconsider or rescind.

Mayor Driscoll explains that the goal is to correct an erroneous mistake that she made at the previous meeting in declaring that the motion regarding the resolution to not lift the cap on Charter Schools in Massachusetts had passed with a 3-2-2 vote. She notes that she is not looking for a change in the vote and notes that we can correct errors of the Chair per Roberts Rules. She further states that it is important to get this right noting that the School Committee has spent a lot of time on this issue.

Dr. Walsh reviewed sections of Roberts Rules of Order latest edition and notes that it is what the Salem School Committee is required to follow. He reviewed the sections on voting, noting that when a quorum is present, a majority vote, that is a majority of the votes cast, ignoring blanks, is sufficient for adoption of any motion that is in order, except those mentioned in section 48, which require two thirds vote.

Dr. Walsh further noted that while it is the duty of every member who has an opinion on the question to express it by his vote, yet he cannot be compelled to do so, and may prefer to abstain from voting, though he knows the effect is the same as if he voted on the prevailing side.

Dr. Walsh reviewed the section of Roberts Rules regarding whether abstention votes count, and notes that to abstain means to refrain from voting and as a consequence, there can be no such thing as an abstention vote. He notes that in a usual situation, whether either a majority vote or a two-thirds vote is required, abstentions have absolutely no effect on the outcome of the vote since what is required is either a majority or two thirds of the votes cast.

Dr. Walsh reported that he posed a question on the Roberts Rules official site asking; Does Roberts Rules differentiate between people voting “present” and “abstentions”, if so where and how? He reported that the answer was No.

Dr. Walsh reported that he reviewed 12 years of Salem School Committee minutes, noting that he chose the 12 years that he has been on the School Committee. He reported that there is only one action of the Committee that addresses the issue of what constitutes a majority and referred to the October 20, 2008 School Committee minutes.

Dr. Walsh reported that at that meeting on October 20, 2008 there were five members present with two members absent and a motion to transfer \$1,154 in COLA Payments to Major Flores was made and seconded and the vote was (3-1-1) with one member opposed and one member abstaining. Dr. Walsh stated that past practice clearing shows that a majority (assuming presence of a quorum) is made up of a majority of the members voting. Dr. Walsh also noted that Mayor Driscoll chaired that meeting, was part of the majority and did not later find that the vote was invalid. He also noted that he and Ms. Martin who opposed the vote objected to the vote.

Mr. Fleming stated that there have been many other instances that have been decided by a 3-1 vote due to absences of members. He also notes that there is nothing in the School Committee policies referred to that indicates anything other than a majority vote to pass a motion.

Mr. Schultz reported that the Chair did not solicit the opinion of the School Committee Counsel, explaining that he volunteered the opinion after hearing of the vote.

Mayor Driscoll called for a vote on the motion made by Mr. Schultz to clarify that the vote taken on September 19, 2016 regarding the

Mr. Fleming called for a roll call vote. Mayor Driscoll called for a roll call vote as follows:

Mr. Schultz	Yes
Ms. Manning	No
Mr. Fleming	No
Ms. Amaral	Yes
Ms. Wilson	Yes
Dr. Walsh	No
Mayor Driscoll	Yes.

The motion carried (4-3).

b. Deliberation and Vote on the Salem High School JROTC Field Trip to Pine Mount, Georgia November 3-6, 2016

Mr. Fleming moved approval. Ms. Amaral seconded the motion. The motion carried (6-1) with Ms. Manning opposed.

c. Deliberation on the approval of the Saltonstall School Trip to Philadelphia, PA., June 7-9, 2017

Mr. Fleming moved approval. Ms. Wilson seconded the motion. The motion carried.

d. Deliberation on the approval of the Salem High School Culinary Arts Program field trip to Johnson and Wales College in Providence RI, December 15, 2016

Mr. Fleming moved approval. Ms. Wilson seconded the motion. The motion carried.

e. Deliberation and Vote on the MASC Resolutions to be taken up at the MASC Delegate Meeting on November 3, 2016 at the MASC Conference in Hyannis, MA.

Mr. Schultz stated that one of the resolutions included for the MASC Delegate Meeting has to do with Charter Schools and he could not support it.

Mr. Fleming suggested that the School Committee table the matter and offer no suggestions. Dr. Walsh stated that he would indicate that his votes at the delegate conference is not the consensus of the Salem School Committee.

Mr. Fleming moved to table the matter. Ms. Amaral seconded the motion. The motion carried.

Superintendent Report – Margarita Ruiz

Ms. Ruiz thanked the volunteers from all of the schools that participated in the Haunted Happenings Parade. She stated that it was a wonderful event and the Salem Public Schools were well represented.

Ms. Ruiz reported that October is Hispanic Heritage Month and notes that she attended a celebration at Salem High School and noted that the students and staff did a great job making presentations at the celebration and sharing their culture.

Ms. Ruiz also reported that the Saltonstall School and the Nathaniel Bowditch School held school wide celebrations as well and noted that the students prepared posters and made presentations.

Mr. Fleming reported that he attended a celebration hosted by the Latino Coalition to celebrate those who participate in public service.

Ms. Ruiz reported that the first of two city wide meetings on the strategic plan for the Salem Public Schools will be held on Monday, November 14, 2016 from 6-8:30 in the cafeteria at Collins Middle School. She noted that childcare and food will be provided.

Ms. Ruiz requested that the Curriculum Subcommittee schedule a meeting to review the work of a group of Salem Teachers Union representative and Salem Public Schools administrators led by Assistant Superintendent Kate Carbone on the language for surveys to be taken with regards to strategic planning. Dr. Walsh stated that he would schedule a meeting.

Presentations and Reports

Ms. Ruiz introduced Dr. Chad Leith to make a presentation on the Partnership with the Horace Mann Lab School and Salem State University.

Ms. Ruiz made a presentation on the 2016 PARCC and MCAS Data Overview

Finance Report

a. Approval of Warrants

September 29, 2016 in the amount of \$268,162.08

October 6, 2016 in the amount of \$280,528.59

October 13, 2016 in the amount of \$149,649.41

Mr. Fleming moved to approve the warrants as stated. Ms. Wilson seconded the motion. The motion carried.

Budget Transfer Request FY17-3

School Business Administrator, Kristin Shaver explained that Margaret Marotta Assistant Superintendent for Pupil Personnel Services, requests a transfer from Educational Evaluation to Educational Training to cover anticipated Professional Development opportunities as follows:

From Account	Account Number	Amount
Educational Training	13610161-5313	\$20,000
To Account	Account Number	Amount
Educational Training	1360161-5317	\$20,000
Professional Development		

Mr. Fleming moved to approve the budget transfer request. Ms. Amaral seconded the motion. The motion was approved (7-0).

Subcommittee Reports

Policy Subcommittee

- a. Deliberation and Vote on the First Reading of the Recommendation of the Policy Subcommittee on the revisions to the following policies in the 6000 policy series:

- 6102 Governance
- 6105 SC Member Ethics
- 6107 Committee Superintendent Relationship
- 6202 Policy Dissemination
- 6203 Policy Formation
- 6204 Policy Adoption
- 6302 Officers of the Committee
- 6401 Notification of School Committee Meetings
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- 6408 Minutes to SC Meetings
- 6409 Public Participation at School Committee Meetings
- 6501 Subcommittees

Ms. Amaral moved approval of the first reading of the policies listed. Dr. Walsh seconded the motion. The motion carried.

Buildings and Grounds Subcommittee

Ms. Manning reported that the Buildings and Grounds Subcommittee met this evening and reported that the Salem Youth Football League will be hosting a championship game at Bertram Field and Mr. L’Heureux reported that they have agreed to pay the rental fees for that event.

Mayor Driscoll expressed concern about charging a rental fee for this event noting that it is a family event and she is quite excited that the game will be in Salem. She further noted that we want the field used for community events and stated that she would like to waive the fee for the rental charges and charge them for electricity etc. which should not be as costly to the league.

Mr. Fleming moved to amend Ms. Manning’s motion to waive the rental fee for Salem Youth Football for the Championship Game to be held at Bertram Field except for the electricity costs. Ms. Amaral seconded the motion. The motion carried.

Dr. Walsh stated that he could not find the matter of waiving the fees for youth sports in the minutes from 2014 and did not see how a waiver could be granted. Ms. Sacco clarified that the waiver was granted in September of 2015.

Personnel Subcommittee

Mr. Fleming reported that interviews for the position of School Committee Secretary have been held and the position was offered to a candidate who declined to accept it. He explained that references are being checked for another candidate and he hopes that the School Committee will be voting on a candidate at the next meeting.

School Committee Concerns and Resolutions

a. Superintendents Evaluation

Superintendent's Goals and Evaluation and Revised Timeline for 2016-17
School Year – Dr. Brendan Walsh

Dr. Walsh reported that he and Mr. Schultz met with Ms. Ruiz to discuss the timeline and process for the Superintendent's evaluation. He reported that Ms. Ruiz suggested that the timeline for the evaluation process be from October 2016 – October 2017. He reported that they checked with the Department of Education and that would be an appropriate timeline for the evaluation.

Ms. Ruiz reported that she is working on her goals and stated that she would like to schedule a Committee of the Whole School Committee to discuss them.

Dr. Walsh moved to approve the timeline of October 2016 – October 2017 for the Superintendent's Evaluation. Mr. Fleming seconded the motion. The motion carried.

November 7, 2016 School Committee Meeting Time

Ms. Manning moved that the School Committee meeting scheduled for Monday, November 7, 2016 be scheduled for 7:00 p.m. Dr. Walsh seconded the motion. The motion carried.

Questions and Comments from the Audience Regarding the October 24, 2016 Agenda

There were no questions or comments from the audience at this time.

Adjournment

There being no further business to come before the School Committee this evening, Mr. Fleming moved that the School Committee adjourn the meeting. Ms. Amaral seconded the motion. The motion carried.

The meeting adjourned at 9:30 p.m.

Respectfully submitted by:

Eileen M. Sacco, Secretary
Salem School Committee

Meeting Materials and Reports

School Committee Agenda October 25, 2016

School Committee Minutes September 19, 2016

MASC Resolutions

6000 Policy Revisions Recommended

Saltonstall School Trip Request to Philadelphia PA.,

Salem High School Culinary Arts Field Trip Request

Salem High School JROTC Field Trip Request

Superintendent's Presentation on PARCC/MCAS Data Overview

Dr. Chad Leith's Presentation on the Horace Mann Lab School Partnership with Salem State University



Pupil Personnel Services

Student Support Overview

11/7/2016

3 Big Buckets of Work

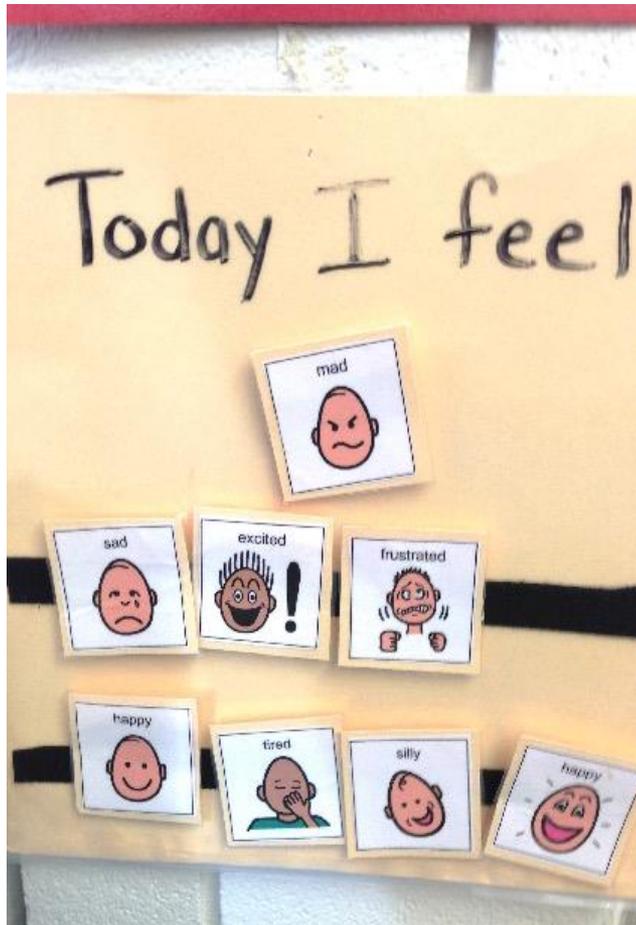
- Prevention/ Health & Wellness
- Special Education
- Alternative & Specialized Programs



Prevention Health & Wellness

- Positive Behavioral Supports & Interventions
- Health/Nursing Services
- Attendance Coordinator
- McKinney Vento – Homeless Liaison
- Supporting ELT Partners

Prevention Behavioral Health



- 23.6 School Adjustment Counselors
- 6 Psychologists
- 12 Behavior Specialists
- 3 partner clinicians
- SHS Teen Health Center
- In-school access to local mental health clinicians

Special Education

- **775** Students with Disabilities (SWD) K-22
- **74 %** of SWD have inclusive educational services
- **16 %** of our SWD are in specialized classrooms
- **71** Preschool SWD
- **73** SWD out of district placement (less than 2%)

(does not include BACS)



Special Education Family Engagement

Special Education Supervisors assigned to each school to assure parent communication, compliance and quality of services



Parents Helping Parents

Special Education Parent Advisory Council:

www.facebook.com/Salem-SEPAC

Special Education Related Services (All Schools)

- Speech Therapists
- Occupational Therapists
- Physical Therapist (PTA)
- Vision Specialist
- Teacher of the Deaf and Audiologist
- Psychologists/SACs/BCBA
- Assistive Technology Specialist
- Transition Specialist

Special Education Instructional Coaching

*Harnessing our local talent
and partnering with national
leaders in special education
research and instruction to
give our teachers the best
professional development and
our students the best teachers*

- Embedded PD
- Mentoring
- Modeling
- Job Alikes
- Horizontal alignment
Vertical alignment

- LD – internal coach with partner of
Landmark School Outreach program
- ASD – internal coach with partner of
Melmark
- TSP – internal coach with partner of
The Triumph Center



Specialized Programs

Therapeutic Support

Students with social-emotional disabilities that significantly impact their learning

- Bates
- CMS
- SHS

Integrated Classrooms

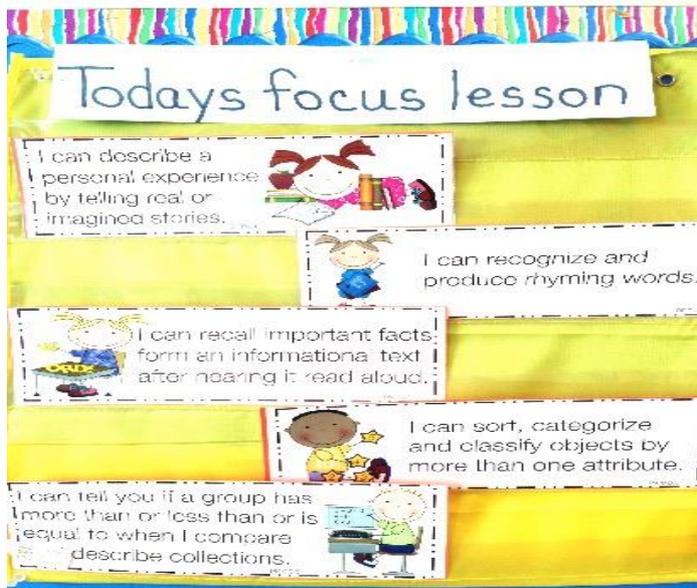
Students in K, 1 and 2 with developmental delays requiring intensive instruction in general classroom setting

- Various locations

Post High Programs

Students over age 18 with complex needs receive supports in transitioning to adult living until age 22

- SHS
- Prep



Specialized Programs

Learning Skills

Students displaying lowered global cognitive abilities and achievement

- Carlton
- CMS
- SHS

Language Based LD

Students with average cognitive abilities and a learning disability in the area of language processing/reading

- Saltonstall
- SHS

ASD Program

Students with diagnosis on the autism spectrum needing ABA services and specialized programming across the day

- WHES
- CMS
- SHS

Life-skills Program

Students displaying complex cognitive and physical disabilities

- ECC
- WHES
- CMS
- SHS

Specialized Programs

Salem Early Childhood Center

Firmly grounded in the principles of early childhood development, the ECC's mission is to provide inclusive, stimulating and developmentally appropriate experiences for all preschool age children. These experiences are designed to promote...

- Social/Emotional Development
- Physical Development
- Cognitive Development
- Language Development

Staff Include...

- Special Education Teachers
- Paraprofessional Educators
- Specialists (Speech Pathologist, Occupational Therapy, Physical Therapy, TVI, TOD)
- BCBA
- Nurse



Specialized Programs Bridge Program

Salem High School's in-house alternative education program, designed for students requiring a smaller learning environment and alternate class schedule within the traditional high school setting.

Specialized Programs

New Liberty Innovation School

New Liberty Innovation School educates underserved and under-resourced youth to help them realize their full potential as high school graduates and prepare them for success in college or career, and citizenship.

- Rigorous academic instruction and opportunities
- Self-paced, competency-based education
- Strong anchor relationships between students and staff
- Opportunities to practice career readiness skills, through internships and employment
- Research-based programming grounded in resiliency, healthy connections, academic competence, and self-advocacy

Specialized Programs

A safe learning environment that builds trust, life skills, self-confidence, self-respect, and sense of community through cognitive therapeutic reflection, positive behavioral interventions and peer supports.

- 9 graduates last year
- Rolling admissions
- Tuition in out-of district students

Salem Prep

Beautiful New Location



Questions?



Memo:

To: Salem School Committee

From: Kristin Shaver

Date: November 7, 2016

Re: FY17 Budget Transfer Request 5 – Salem High School

The transfer request is as follows:

Salem High School is requesting a budget transfer to Contract Services from Textbooks and Office Supplies to align the funds with the intended expense.

Account Description/Use	Account Number	Amount To	Amount From
Textbooks	13571021-5511		\$1,050
Office Supplies	13571021-5421		\$5,900
Contract Services	13571021-5320	\$6,950	

I recommend approval of the transfer.



Memo:

To: Salem School Committee

From: Kristin Shaver

Date: November 7, 2016

Re: FY17 Budget Transfer Request 4 – Witchcraft Heights Elementary School

The transfer request is as follows:

Witchcraft Heights Elementary School is requesting a budget transfer to Instructional Supplies from Office Supplies and Textbooks to consolidate remaining funds.

Account Description/Use	Account Number	Amount To	Amount From
Office Supplies	13570821-5421		\$22.81
Textbooks	13570821-5511		\$273.12
Instructional Supplies	13570821-5514	\$295.93	

I recommend approval of the transfer.



SCHOOL COMMITTEE 6000

SCHOOL COMMITTEE OPERATIONS 6100

GOVERNANCE 6102

Members of the committee have legal authority over the schools only when acting as a body legally in session.

The committee shall not be bound in any way by any statement or action on the part of an individual member, including the chairperson, except when the committee through an adopted policy or by a majority vote of committee membership has delegated this authority to him/her.

[Reviewed October 2016 – First Reading October 24, 2016](#)

[Second Reading – November 7, 2016](#)

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SCHOOL COMMITTEE	6000
<u>SCHOOL COMMITTEE OPERATIONS</u>	6100
SCHOOL COMMITTEE MEMBER ETHICS (Massachusetts Association of School Committees Code of Ethics)	6105

Recognize and support the administrative chain of command and refuse to act on complaints as an individual outside the administration;

Act only on the recommendations of the superintendent in all matters of employment or dismissal of school personnel with the exception of the superintendent;

Give the superintendent full responsibility for discharging his/her professional duties and hold him/her responsible for acceptable results;

Refer all complaints to the administrative staff for solution and discuss them only at committee meetings if such solutions fail.

A school committee member in his/her relations with his/her committee members should:

Recognize that action at official meetings is binding and that he/she alone cannot bind the committee outside of such meetings;

Realize that he/she should not make statements or promises of how he/she will vote on matters that will come before the committee;

Uphold the intent of executive sessions and respect the privileged communication that exists in executive sessions;

Not withhold pertinent information on school matters or personnel problems, either from members of his/her own committee or from members of other committees who may be seeking help and information on school problems.

[Reviewed October 2016 – First Reading October 24, 2016](#)
[Second Reading – November 7, 2016](#)

SCHOOL COMMITTEE **6000**

SCHOOL COMMITTEE OPERATIONS 6100

COMMITTEE/SUPERINTENDENT RELATIONSHIP 6107

Formulation and adoption of policy is a most important function of the School Committee. The execution of the policies is the function of the superintendent. The School Committee delegates, but does not relinquish, certain of its executive powers to the superintendent to manage the schools within the established policies.

The relationship that exists between a School Committee and its superintendent is an intrinsic part of the educational process within a community. Good rapport coupled with an awareness of the distinctive contribution each makes to the system is fundamental to success of the schools. Knowledge of what each can reasonably expect of the other can help substantially in promoting sound working relationships.

The School Committee shall:

Select the superintendent of schools and support him/her in the discharge of his/her duties.

Adopt policies for the operation of the schools.

Adopt the annual budget.

Consider and approve accounts payable.

Negotiate and/or establish salary schedules and other personnel policies.

Consider and approve the superintendent's goals annually and review progress towards achievement of goals.

The superintendent shall:

Be considered the chief executive officer of the school system. All individuals employed by the committee are responsible directly or indirectly to the superintendent of schools.

Establish rules and regulations to carry out all policies adopted by the School Committee.

Prepare and submit to the committee for consideration the annual budget.

Have power within the limits of major appropriations approved by the School Committee to approve and direct all purchases and expenditures.

Recommend personnel policies for adoption and be responsible for assignment of all personnel and approve all candidates for employment and approve dismissal of personnel.

Prepare and submit goals annually.

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SCHOOL COMMITTEE	6000
<u>SCHOOL COMMITTEE OPERATIONS</u>	6100
COMMITTEE/SUPERINTENDENT RELATIONSHIP	6107

The School Committee shall:

Require and discuss reports of the superintendent concerning the progress of the schools in terms of achievement of students, teachers, and supervisors.

Require and consider reports of business transacted or pending and of the financial status of the school system.

Present to the community in conjunction with the superintendent recommendations for adjustments of the scope of educational activities.

Consider recommendations for additional capital outlays and adopt plans for such improvements and suggest the means for financing them.

Present the needs of the schools before the citizens of the community.

Act as a court of appeal for those matters that can be appealed to them under Massachusetts General Law.

Adopt a school curriculum and annual school calendar.

Adopt all major school textbook programs.

[Second Reading – November 7, 2016](#)

The superintendent shall:

Formulate and administer means of evaluating staff members and report findings to the committee. Duties and responsibilities may be delegated, but the superintendent has final responsibility for actions of subordinates.

Prepare annual reports on the operation of the school system and such other reports required by the School Committee.

Provide professional leadership for the educational program of the schools. Keep the committee continuously informed on the progress and condition and educational needs of the school system.

Develop plans for maintenance, improvement, safety or expansion of buildings and site facilities needed to provide properly for an appropriate educational program.

Plan means of keeping the community informed about matters. Serve as the representative of the schools before the public.

Make decisions in line with committee policy. Appeals from such decisions may be heard and decided by the committee.

Recommend for committee action school curriculum, and annual school calendar.

Recommend all major textbook programs to the School Committee for adoption.

[Reviewed October 2016 – First Reading October 24, 2016](#)

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SCHOOL COMMITTEE 6000

SCHOOL COMMITTEE POLICY 6200

POLICY DISSEMINATION 6202

The superintendent is directed to establish and maintain an orderly plan for making pertinent policies of the School Committee known to staff members, students, and others affected by them.

He/she shall arrange to disseminate to staff members all new policies that affect them and their work. He/she shall also provide easy accessibility to an up-to-date policy collection for all employees of the school system and members of the committee.

The committee's policy manual shall be considered a public record and shall be published on line on the district's website and made available for inspection at the office of the superintendent of schools.

Reviewed October 2016 - First Reading October 24, 2016
Second Reading – November 7, 2016

Victoria Caldwell 9/15/2016 3:43 PM

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Victoria Caldwell 9/15/2016 3:43 PM

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Debbie Amaral 9/11/2016 11:41 PM

Comment [1]: Can this be on line?

Victoria Caldwell 9/15/2016 3:44 PM

Comment [2]: Good idea. Also need access for those without internet.

Debbie Amaral 9/11/2016 11:41 PM

Comment [3]: Does this need to be in the library?

Victoria Caldwell 9/15/2016 3:44 PM

Comment [4]: Having it on line would take care of it – Library would always have a copy.

Victoria Caldwell 9/15/2016 3:43 PM

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Victoria Caldwell 9/15/2016 3:43 PM

Deleted: shall be provided with a copy of the committee's policy manual and new policies forwarded for inclusion, as they are available.

SCHOOL COMMITTEE	6000
<u>SCHOOL COMMITTEE POLICY</u>	6200
POLICY FORMULATION	6203

The Salem School Committee recognizes that it has the primary responsibility for developing policies applicable to the overall operation and administration of the Salem School System. In the formulation of School Committee policies, the School Committee may consider advice received from various sources, such as the superintendent of schools, teachers and administrators, legal counsel, and citizens. The following procedures shall be followed in the formulation of policies:

POLICIES INITIATED BY A MEMBER OF THE SCHOOL COMMITTEE:

All proposals for consideration or revision for policy adoption initiated by a member of the School Committee may be expressed verbally or submitted in writing with a request for consideration and referral to the Policy Subcommittee.

POLICY INITIATED AT THE REQUEST OF THE SUPERINTENDENT:

When the Superintendent has identified either the need for clarification of an existing policy or the formulation of a new policy, he or she shall bring it to the School Committee for referral to the Policy Subcommittee and other appropriate subcommittee. ▼

POLICY ENACTMENT AND IMPLEMENTATION

A policy proposal or change shall be brought to the ~~full~~ full School Committee by the Policy Subcommittee **at** the next regularly scheduled School Committee meeting.

Existing policies under review only require one reading. If an existing policy needs revision, then three readings will be required.

Each new policy shall undergo three (3) readings by the School Committee before taking effect.

Implementation of new or revised policies will be on the date of approval unless otherwise specified by the School Committee or the Superintendent.

Approved: June 7, 2010

Reviewed October 2016 – First Reading October 23, 2016
Second Reading – November 7, 2016

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 Debbie Amaral 9/11/2016 11:49 PM
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SC SCHOOL COMMITTEE	6000
<u>SCHOOL COMMITTEE POLICY</u>	6200
POLICY ADOPTION	6204

Adoption of new policies or changing existing policies is solely the responsibility of the [school](#) committee.

[First Reading – October 24, 2016](#)

[Second Reading – November 7, 2016](#)

SCHOOL COMMITTEE 6000

SCHOOL COMMITTEE ORGANIZATION 6300

OFFICERS OF THE COMMITTEE 6302

Chair of the School Committee

Recognize persons who desire to speak, and protect the speaker who has the floor from disturbance or interference;

Explain what the effect of a motion would be if it is not clear to every member;

Restrict discussion to the question when a motion is before the committee;

Answer all parliamentary inquiries, referring questions of legality to the city counsel;

Put motions to a vote, stating definitely and clearly the vote and result thereof;

The chairperson shall have the right, as other committee members have, to offer resolutions, discuss questions, and to vote.

Vice-Chair of the School Committee:

The vice-chair shall be elected by a majority vote of the members present and voting through roll call at the annual organizational meeting of the committee. In the absence of the mayor, the vice-chair will assume the duties described above. The vice-chair may serve on three sub-committees and serves as chair of one of these. The vice-chair facilitates the annual evaluation of the superintendent according to the Massachusetts Educator policies and timelines.

Secretary:

Massachusetts General Laws Chapter 71, Section 36 makes the following provisions regarding the secretary to the School Committee:

The School Committee shall appoint a secretary who shall keep a permanent record book, in which all its votes, order and proceedings shall be recorded;

The secretary shall be hired by the School Committee, following a posting and interviewing process.

Approved: 03/21/2011

Revised: October 2016 – First Reading October 24, 2016
Second Reading – November 7, 2016

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SCHOOL COMMITTEE	6000
SCHOOL COMMITTEE MEETINGS	6400
TIME AND LOCATION OF SCHOOL COMMITTEE MEETINGS	6402

The School Committee shall meet at the Collins Middle School in School Committee Chambers unless otherwise voted by a majority of the committee.

The School Committee regularly shall convene on the first and third Monday of the month at 7:00 p.m. during the academic year.

During the months of July and August the Committee shall hold its regular meetings on the third Monday of the month at 7:00 p.m.

In August the Committee will meet on the third or fourth Monday, but no earlier than two weeks before the Monday preceding the first day of school.

Additional meetings and date or time changes may occur as circumstances warrant by a vote of the majority of the School Committee.

All meetings and subcommittee meetings will be publicly posted in advance, as required by law.

Approved: June 7, 2010

[Revised October 24, 2016 – First Reading October 24, 2016](#)

[Second Reading – November 7, 2016](#)

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SCHOOL COMMITTEE

6000

SCHOOL COMMITTEE MEETINGS

6400

REGULAR, SPECIAL AND EXECUTIVE SESSIONS

6403

All regular and special meetings of the School Committee shall be open meetings unless the committee votes to go into executive session.

EXECUTIVE SESSION

All School Committee meetings must first commence in open meeting. The School Committee may move into executive session by the presiding officer first stating the purpose of the executive session, declaring whether it will return to open session and taking a roll call vote. Under the Open Meeting Law, purposes for which executive session is permissible include:

- Discussion of personnel matters involving reputations and discipline;
- Hearing of grievances;
- [Collective bargaining sessions](#);
- Strategy for contract negotiations;
- Matters of possible or pending legal action;
- Matters of security;
- Consideration of real estate issues;
- Compliance with grant requirements;
- Preliminary screening of candidates for employment;
- [Confer with a mediator](#);

The School Committee secretary will keep accurate records of the proceedings conducted in executive session. Minutes will include the date, time and place of the meeting, those present or absent, a general description of the nature of the meeting, that discussion was held, following which, if a motion was made and seconded, the results of the roll call vote(s.) Minutes may remain confidential only so long as their publication would defeat the purpose of the session. After an executive session and after the vote, the committee will make a determination as to whether the minutes are to go into a confidential file.

The School Committee will review executive session minutes on a regular basis and release them as appropriate.

At the first executive session of each half year (first after January 1 and first after July 1), the committee or subcommittee shall review all minutes of its executive sessions that have been approved but not yet released, and determine whether such minutes or portions of minutes should be released.

Legal Reference: [MGL 30A:21](#), [MGL 30A:22](#)

Revised: [October 2016 – First Reading October 24, 2016](#)
[Second Reading – November 7, 2016](#)

Debbie Amaral 9/13/2016 10:19 PM

Comment [1]: Does this meet the scope of the reasons for executive sessions? Does the release of minutes meet the standard?

Victoria B. Caldwell ..., 9/22/2016 1:27 PM

Comment [2]: It is consistent with the Law – leaves out a couple of exceptions that would not apply to the SC

Victoria B. Caldwell ..., 9/22/2016 1:23 PM

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Victoria B. Caldwell ..., 9/22/2016 1:24 PM

Comment [3]: Any reasonable schedule (such as this one) for doing this is fine – but needs to be done regularly. Not entirely sure how the City does it – will try and find out. The Council does not go into executive session as often as the SC does as they do not negotiate any union contracts. If someone asks for unreleased exec session minutes, there is an obligation to review the minutes within 30 days or the next meeting, whichever comes first.

Debbie Amaral 9/13/2016 10:11 PM

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TEACHERS' UNION REPRESENTATIVE

A copy of the public agenda of all School Committee meetings shall be made available to the official teachers' representative to the committee meeting at least 24 hours prior to the meeting. An effort will be made to advise the teachers' representative as soon as possible of all special meetings of the School Committee.

SCHOOL COMMITTEE 6000

SCHOOL COMMITTEE MEETINGS 6400

AGENDA FORMAT 6405

The superintendent, in cooperation with the School Committee chair and/or vice-chair, shall prepare all agenda for meetings of the committee.

Any committee member, staff member of the system or citizen may suggest items of business. The inclusion of such items shall be at the discretion of the superintendent and committee chair and/or vice-chair.

The committee shall follow the order of business set by the agenda unless the order is altered by a majority vote of the members present.

The agenda shall be published on the City's online meeting calendar at least 48 hours in advance of the meeting. The agenda, together with supporting materials, will generally be distributed to committee members and the teachers' union representative at least 48 hours in advance of the meeting, to give members time to carefully consider items of business.

The agenda shall be made available to the press and to others.

Legal Reference:

City Ordinance [Code] section 2-2028

Revised: October 2016 – First Reading October 24, 2016
Second Reading – November 7, 2016

Victoria B. Caldwell ..., 9/22/2016 1:31 PM

Deleted: Items of business not on the agenda may be discussed and acted upon if a majority of the committee agrees to consider them.

Victoria B. Caldwell ..., 9/22/2016 1:46 PM

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Debbie Amaral 9/13/2016 10:23 PM

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SCHOOL COMMITTEE	6000
SCHOOL COMMITTEE MEETINGS	6400
VOTING METHOD	6406

State law provides that:

The committee shall create and maintain accurate minutes of all meetings, including executive sessions, setting forth . . . the decisions made and the actions taken at each meeting, including the record of all votes.

No vote taken at an open session shall be by secret ballot. Any vote taken at an executive session shall be recorded by roll call and entered into the minutes.

In keeping with the law, the Salem School Committee has adopted as its policy the practice of recording every vote taken by the committee. The votes of each member shall be recorded.

Legal Reference: [30A:22](#)

Revised: October 2016 – First Reading October 24, 2016
Second Reading – November 7, 2016

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Victoria Caldwell 9/22/2016 1:52 PM

Deleted: A summary of all matters voted shall be made available with reasonable promptness after each meeting; In any matter requiring a vote of the committee, the vote shall be by voice or roll call vote, and no secret or written ballot shall be used.

Debbie Amaral 9/13/2016 10:26 PM

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SCHOOL COMMITTEE

6000

SCHOOL COMMITTEE MEETINGS

6400

MINUTES OF SCHOOL COMMITTEE MEETINGS

6408

In compliance with state law, the School Committee shall create and maintain accurate records setting forth the date, time and place, the members present or absent, a summary of the discussions on each subject, a list of documents and other exhibits used at the meeting, the decisions made and the actions taken at each meeting, including a record of all votes. Minutes shall be made public with reasonable promptness. Votes taken in executive session may remain secret so long as their publication would defeat the lawful purposes of the executive session, but no longer. Refer to Policy #6403.

The minutes shall be filed in the record book maintained as the permanent official record of all committee actions.

Minutes shall also be made available online through links from the City's meeting calendar, no later than 21 calendar days following the meeting, and shall be clearly marked as "draft" until approved.

Anytime corrections are made to committee minutes, the corrected copy shall be included in the next School Committee packet.

TEACHERS' REPRESENTATIVE

A copy of the minutes of all School Committee meetings shall be given to the official teachers' representative.

Legal Reference: 30A:22
City Ordinance [Code] section 2-2029

Revised: October 2016 – First Reading October 24, 2016
Second Reading – November 7, 2016

Debbie Amaral 9/15/2016 1:19 PM
Comment [1]: Does the City have a retention policy to archive online minutes and agendas? How does it work and is the District covered?

Victoria B. Caldwell ..., 9/22/2016 2:00 PM
Comment [2]: Ordinance requires that minutes be accessible for at least 3 years online. State law requires that all meeting minutes be saved permanently (forever). You can petition the state for permission to convert paper records to a digital format.

Victoria B. Caldwell ..., 9/22/2016 2:14 PM
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Debbie Amaral 9/13/2016 11:06 PM
Comment [3]: Does it have to be a book? Can it be electronic?

Victoria B. Caldwell ..., 9/22/2016 2:01 PM
Comment [4]: Probably should maintain the physical record in addition to any online copy.

Victoria B. Caldwell ..., 9/22/2016 2:16 PM
Deleted: Accordingly, the Salem School Committee shall cause to be recorded all actions of the committee. Such record shall be kept in the School Committee Chambers. This record book shall constitute the permanent official

Debbie Amaral 9/13/2016 11:08 PM
Comment [5]: We presently do not do this. Is this necessary or can any corrections just be posted on line?

Victoria B. Caldwell ..., 9/22/2016 2:02 PM
Comment [6]: I would think some members would like to know when minutes have been corrected.

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SCHOOL COMMITTEE

6000

SCHOOL COMMITTEE MEETINGS

6400

PUBLIC PARTICIPATION AT SCHOOL COMMITTEE MEETINGS/PUBLIC HEARINGS

6409

It is the policy of the School Committee that the agenda shall include a provision for community and staff to address the School Committee on topics or issues that would be reflective of the public interest, but for a period of no longer than a 5 minute duration.

State law provides that all committee meetings shall be open to the public and to the press unless the committee shall vote to go into executive session. Further:

No person shall address a public meeting of a public body without permission of the chair, and all persons shall, at the request of the chair, be silent. No person shall disrupt the proceedings of a meeting of a public body. If, after clear warning from the chair, a person continues to disrupt the proceedings, the chair may order the person to withdraw from the meeting and if the person does not withdraw, the chair may authorize a constable or other officer to remove the person from the meeting.

Legal Reference: [30A:20\(g\)](#)

Revised: [October 2016 – First Reading October 24, 2016](#)
[Second Reading – November 7, 2016](#)

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Deleted: If a person persists in disorderly behavior after warning from the presiding officer, the officer may order him/her to withdraw from the meeting. If he/she does not withdraw, the officer may order

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SCHOOL COMMITTEE **6000**

SCHOOL COMMITTEE ADVISORY COMMITTEES 6500

SUBCOMMITTEES 6501

The School Committee handles some of its work during subcommittee sessions that are posted meetings open to the public. The mayor appoints three School Committee members to each subcommittee and designates the chairperson. The School Committee vice-chair may serve ex officio on all committees but does not vote. The chair of the subcommittee reports any recommendations voted by the majority of the subcommittee to the full School Committee for further consideration and enactment at the next meeting. The subcommittees include:

- Buildings and Grounds
- Curriculum
- Finance
- Personnel
- Policy

Approved: [6/14/07](#)

[Revised: October 2016 – First Reading October 24, 2016](#)
[Second Reading – November 7, 2016](#)

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To: Salem School Committee

From: Margarita Ruiz

Date: November 7, 2016

Re: Evaluation Goals SY 2016 - 2017

Thank you for the discussion and feedback regarding my goals during the Committee of the Whole meeting on Tuesday, November 1st. Following are the Professional Practice, Student Learning and District goals that I will be pursuing during my 2016-2017 evaluation cycle. For the district goals, I will continue to use the goals and initiatives that have been outlined in our Accelerated Improvement Plan for the 2016-2017 school year, which have been included in this memo.

Professional Practice Goal

Engage a broad section of stakeholders in the development of a Strategic Plan for the Salem Public Schools that will chart the direction and work of the district within the next 3 to 5 years and that is based on the following levers for improvement in the district:

- Vision for Portfolio of Schools
- Future of High School Education
- Meeting the Needs of all Diverse Learners
- Family and Community Engagement
- Vision for Early Childhood Education
- Teacher Leadership & Empowerment

The final Salem Public Schools strategic plan will include findings in each of these areas; parameters of the work in each lever; and recommendations to move the work forward in each area.

Benchmarks:

Steering Committee: The SPS Steering Committee will meet three times to follow and inform the progress of the work teams focused on the six levers on the following dates: 10/27/16, 11/30/16, and 1/19/17.

Stakeholders Convenings – As part of the effort to engage large numbers of stakeholders, there will be two large gatherings taking place on 11/29 and 3/22. These will be large convenings of parents, teachers, & community members during which we will seek input on questions set forth

by the working groups focused on the 6 levers we have identified in our process and on the mission, vision and core values set forth by School Committee.

Lever-related Focus Groups- Each of the work teams focusing on the levers will hold smaller focus groups to seek input on the specific levers that they are developing a strategic plan for. The co-leads of each of the work teams will schedule these smaller gatherings.

Updates to School Committee: Conduct two updates to School Committee to inform on the progress of the strategic planning process. One update to be conducted in the Fall of 2016 and the other in mid-late winter 2017.

Approval by School Committee: Strategic District Planning Process is adopted by a majority vote of the School Committee members. (Date TBA)

Student Learning Goals

Math, Science, High School AP & ACT/SAT

1. The Composite Performance Index (CPI) in math for the district will increase by at least 4 points from 72.8 (2106) to 76.8 in 2017.

Benchmarks in Math:

- Progress made toward the mastery of Priority Standards by grades 2 to 8 in Math from ANet 1 (December 2016) and ANet 2 (March 2017).
- Progress made toward proficiency in Math Galileo (grades 9 to 12) in December, February, March.

2. The Composite Performance Index (CPI) in ELA for the district will increase by at least 2 points from 83.3 (2016) to 85.3 in 2017.

Benchmarks in ELA:

- Progress made toward the mastery of Priority Standards by grades 2 to 8 in ELA from ANet 1 (December 2016) and ANet 2 (March 2017).
- Progress made toward proficiency in ELA Galileo (grades 9 to 12) in December, February, March.

3. The Composite Performance Index (CPI) in Science for the district will increase by at least 4 points from 65.9 to 70 in 2017.

Benchmarks in Science:

- Progress made in the administration of the Galileo assessment in science grades 3 to 12 in December, February and March.

3. Increase the enrollment and diversity in AP courses by 10%.

4. Increase the number of students taking the ACT/SAT assessments by 10%.

*See the following 2016-2017 Accelerated Improvement Plan objectives and action steps to be followed to support progress toward the student-learning goals.

District Improvement Goals

Additional district improvement goals continued to be captured in our 2017 Accelerated Improvement Plan objectives and initiatives. The three objectives and the three initiatives that have been driving the work in each objective will be the blueprint that we will continue to follow this year to improve teaching and learning in Salem Public Schools. The action steps under each objective have been slightly revised to reflect a deepening of the work in each area.

Strategic Objective #1: Embed a data-driven system that assesses and supports learning and improves instructional practices throughout the district

Strategic Initiatives	Action Steps	Who Will Lead?	When Will it Start?	When Will it be Complete?
1.1 Continue to build capacity to leverage school staff and structures to drive data-inquiry cycles across school, classroom, and student levels	<ul style="list-style-type: none"> • Provide PD, tools, and resources to aid principals with leveraging all school staff as a means for optimizing the effectiveness of ILT, CPT, SST, and other leadership teams. • Measure the quality of ILT and CPT by conducting three cycles of school visits • Ensure that all schools 	Superintendent, Assistant Superintendents, Principals, ELL Director	August 2016	June 2017

	transition to a functional Student Support Team (SST) model			
	<ul style="list-style-type: none"> Continue to leverage local assessments, instructional rounds data, and information gathered during district supervision / leadership coaching sessions to guide and refine improvement efforts 	Superintendent, Assistant Superintendents, Principals, ELL Director	September 2016	June 2017
	<ul style="list-style-type: none"> Leverage teacher leaders to facilitate CPT and deliver school-based PD Explore ways to strengthen teacher leadership pathways through the strategic planning process. 	Assistant Superintendent of Teaching and Learning	August 2016	June 2017
	<ul style="list-style-type: none"> Reinforce expectations for data use and team structures during 4-day Leadership Institute Use District Leadership Team meetings to review data and action plans across schools 	Superintendent, Assistant Superintendents, Principals, ELL Director	August 2016	August 2016
	<ul style="list-style-type: none"> Schedule, implement, support, and monitor data inquiry cycles at every school Strengthen district capacity for robust and targeted data analysis to identify trends and proactively meet 	Principals, Superintendent, Assistant Superintendents, ELL Director, Chief of Systems Strategy	September 2016	June 2017

	student needs			
	<ul style="list-style-type: none"> All schools must schedule data cycles for science and leverage common science assessments in Atlas curriculum maps 	Principals Coaches Teachers	September 2016	June 2017
1.2 Refine and implement data practices to differentiate supports to meet the needs of our learners, with a specific focus on ELLs and SWDs	<ul style="list-style-type: none"> Provide coaching to all building leaders on leveraging the data cycle across levels: school, classroom, and student Use District Leadership Team meetings to review data and action plans across schools 	Superintendent, Assistant Superintendents, ELL Director	September 2016	June 2017
	<ul style="list-style-type: none"> Refine data inquiry cycles at every school to include ELL and SWD populations' analysis, action planning, and progress monitoring Begin to implement and monitor formative assessment data cycles for ELLs to inform instruction and monitor progress of language learning goals 	Principals	September 2016	June 2017
	<ul style="list-style-type: none"> Provide PD for teachers on student level data analysis and action planning in order to create focused differentiation during tier one instruction 	Principals, Coaches	September 2016	June 2017

	<ul style="list-style-type: none"> Pilot cross-functional Language Acquisition Teams (LATs), made of ESL and content teachers, to examine ELL student data and plan for interventions and accelerations of language acquisition 	ESL Teachers, Content Teachers, Principals, ELL Director	September 2016	June 2017
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Strategic Objective 2: Increase instructional rigor in all classrooms across the district

Strategic Initiatives	Action Steps	Who Will Lead?	When Will it Start?	When Will it be Complete?
2.1 Implement instruction that is closely aligned to the rigor and shifts in the Common Core	<ul style="list-style-type: none"> Provide PD on text complexity and close reading strategies for leaders and teachers Provide PD on math talks, science and engineering practices, close reading, reciprocal reading, genre immersion, pairing visuals with verbals, structures and routines, and pre-teaching vocabulary 	Superintendent, Assistant Superintendents, ELL Director, Principals, Coaches	August 2016	June 2017
	<ul style="list-style-type: none"> Provide PD on interdisciplinary, across content writing Provide coaching to support implementation of revised middle school literacy units and hold district-wide LASW sessions to review student writing products Engage a district team in 	Superintendent, Assistant Superintendents, ELL Director, Principals, Coaches	January 2017	June 2017

	<p>reviewing early literacy practices and develop a 2-3 year plan for enhancing existing systems and structures</p>			
	<ul style="list-style-type: none"> Train principals and calibrate their practice on the “look for” documents developed by SPS DLT 	<p>Superintendent, Assistant Superintendents</p>	<p>October 2016</p>	<p>June 2017</p>
	<ul style="list-style-type: none"> Continue instructional rounds with a focus on Common Core using district “look for” documents 	<p>Superintendent, Assistant Superintendents, ELL Director, Principals</p>	<p>October 2016</p>	<p>June 2017</p>
	<ul style="list-style-type: none"> Leverage teacher leaders to facilitate standards-based lesson planning using student-level data in each classroom Leverage Vanguard Teams to implement standards-based grading practices and report card 	<p>Assistant Superintendent of Teaching and Learning, Teacher Leaders, Principals</p>	<p>August 2016</p>	<p>June 2017</p>
	<ul style="list-style-type: none"> Use CPT to build teacher capacity to utilize standards-based instructional materials For example: Calkins reading and writing units, STEMScopes, Eureka math, Transition to Algebra During CPT use priority standards, progressions, and proficiency scales to inform standards-based planning and grading Implement an accelerated 	<p>Principals, Coaches</p>	<p>September 2016</p>	<p>June 2017</p>

	math pathway at the middle school level			
	<ul style="list-style-type: none"> • Instructional coaches will support teachers in strengthening instructional practice through planning, demo lessons, and non-evaluative observation and feedback. • Collaborate with principals to coordinate the work of coaches, teacher leaders, and head teachers • Strengthen the development and implementation of coaching cycles that focus on improving targeted problems of practice identified by student data 	Principals, Coaches	September 2016	June 2017
	<ul style="list-style-type: none"> • Develop a K-8 social studies curriculum closely aligned with the literacy standards 	Assistant Superintendent of Teaching and Learning, Coaches	September 2016	June 2017
	<ul style="list-style-type: none"> • Hold regular data meetings to review district science assessments and school action plans 	Principals, Coaches	September 2016	June 2017
	<ul style="list-style-type: none"> • Advance high school standards-based practices by continuing to develop curriculum maps with common assessments 	Assistant Superintendent of Teaching and Learning, High School Academic Director	September 2016	June 2017

	<ul style="list-style-type: none"> One CPT a month must be dedicated to science instructional planning 	Principals Coaches Teachers	September 2016	June 2017
	<ul style="list-style-type: none"> Science coaches will prioritize grs. 5 & 8 for their first coaching cycle 	Coaches Teachers	September 2016	June 2017
	<ul style="list-style-type: none"> In collaboration with schools, the Teaching & Learning team will explore models of integrating science & ELA through disciplinary literacy approaches 	Superintendent Teaching & Learning Coaches	September 2016	June 2017
	<ul style="list-style-type: none"> School Improvement plans must include a specific science action plan that addresses student performance across grade levels 	Principals Coaches	September 2016	June 2017
	<ul style="list-style-type: none"> Each school must conduct a science instructional round to diagnose problems of practice to inform action planning 	Principal Coaches	September 2016	June 2017
2.2 Universally implement instruction that is scaffolded and involves a variety of entry points to meet the needs of all learners	<ul style="list-style-type: none"> Provide PD on classroom structures and routines, pairing visuals with verbals, pre-teaching vocabulary and creating welcoming classroom and school communities for all students and families 	Superintendent, Assistant Superintendents, ELL Director, Coaches	September 2016	June 2017
	<ul style="list-style-type: none"> Train all instructional coaches to provide non-evaluative feedback on scaffolded instruction and multiple entry points 	Superintendent, Assistant Superintendents, ELL Director	September 2016	June 2017

	<ul style="list-style-type: none"> Train all school leaders to provide feedback on scaffolded instruction and multiple entry points based on observation and review of lesson plans 	Superintendent, Assistant Superintendents, ELL Director	August 2016	June 2017
	<ul style="list-style-type: none"> Leverage human capital by supporting principals in developing effective teaching partnerships 	Superintendent, Assistant Superintendents, ELL Director	September 2016	June 2017
	<ul style="list-style-type: none"> Continue to provide PD for all teachers and leaders on cultural competency 	Superintendent, Assistant Superintendents, ELL Director, Director of Expanded Learning and Partnerships	September 2016	June 2017
2.3 Build capacity to leverage school staff and structures to implement a highly effective tiered support model	<ul style="list-style-type: none"> Explore partnerships through the By All Means Initiative in the City of Salem to create a more robust Student Support Model in all schools 	Superintendent, Assistant Superintendents, ELL Director, Principals, Director of Expanded Learning and Partnerships	September 2016	June 2017
	<ul style="list-style-type: none"> Support principals in managing effective school structures and leveraging human capital to meet the needs of diverse learners Explore how to strengthen family and community engagement through the strategic planning process in order to meet the needs of diverse learners and create welcoming communities for all 	Superintendent, Assistant Superintendents, ELL Director	September 2016	June 2017

Strategic Objective 3: Ensure high quality leadership exists across the district that supports and monitors the continuous improvement of teaching and learning

Strategic Initiatives	Action Steps	Who Will Lead?	When Will it Start?	When Will it be Complete?
3.1 Monitor instruction that closely aligns with the shifts in the Common Core	<ul style="list-style-type: none"> Provide PD to school leaders on observation, feedback, and evaluation of instruction to meet the needs of all learners within a standards-based environment Use District Leadership meetings to calibrate observations of teaching and learning across school/district leaders 	Superintendent, Assistant Superintendents, ELL Director	August 2016	June 2017
	<ul style="list-style-type: none"> School leaders will use district “Look For” documents to inform their observations and feedback during Instructional Rounds 	Principals	October 2016	June 2017
3.2 Support implementation of scaffolded instruction that involves a variety of entry points to meet the needs of all	<ul style="list-style-type: none"> Provide monthly PD for ESL teachers focused on language acquisition data cycles, strengthening ESL and SEI pedagogy, and deepening family and community 	Director of ELL, ESL Coaches	September 2016	June 2017

learners	connections			
	<ul style="list-style-type: none"> Principals will require teachers to provide trajectory/lesson plans that identify multiple entry points based on student level data 	Principals	September 2016	June 2017
	<ul style="list-style-type: none"> Principals will engage in three cycles of school visits with Central Office to identify common themes and areas of growth in supporting all learners 	Superintendent, Assistant Superintendents, ELL Director, Principals	October 2016	June 2017
3.3 Leverage school staff and structures to implement a highly effective data-driven tiered support model and continuously monitor implementation	<ul style="list-style-type: none"> Provide mentoring and coaching for new and existing leaders 	Superintendent, Assistant Superintendents, ELL Director	August 2016	June 2017
	<ul style="list-style-type: none"> Monitor the development of the SST model Implement proactive family engagement opportunities to involve parents and caregivers in the growth and development of their children 	Superintendent, Assistant Superintendents, ELL Director, Family Engagement Facilitators, Director of Expanded Learning and Partnerships	September 2016	June 2017
3.4 Differentiate supports to schools	<ul style="list-style-type: none"> Continue to hold joint management/union transformation team meetings to guide and monitor turnaround efforts at Nathaniel 	Superintendent, Assistant Superintendents, ELL Director, NBS Principal, Salem Teachers' Union,	August 2016	June 2017

	Bowditch School	Director of Expanded Learning and Partnerships		
	<ul style="list-style-type: none">Continue to collaborate, support and guide the work at the Bentley Academy Charter School	Superintendent, Assistant Superintendents, ELL Director, Chief of Systems Strategy	August 2016	June 2017