



School Committee Meeting Materials

Regular School Committee Meeting

January 22, 2019

7:00pm

***Ms. Mary A. Manning
Mr. James M. Fleming
Ms. Kristine Wilson***



***Ms. Ana Nuncio
Mr. Manny Cruz
Ms. Amanda Campbell***

Mayor Kimberley Driscoll, Chair

"Know Your Rights Under the Open Meeting Law, M.G.L. c.30A § 18-25 and City Ordinance Sections 2-2028 through 2-2033"

January 18, 2019

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a Regular School Committee meeting on Tuesday, January 22, 2019 at 7:00 p.m. The meeting will be held in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

I. Call of Meeting to Order

II. Amended Consent Agenda

- a. Minutes of the School Committee meeting held January 7, 2019
- b. Minutes of the Annual School Committee Budget Planning Retreat held January 12, 2019
- c. Approval of Warrants: 1/17/19 in the amount of \$355,600.65, 1/24/19 in the amount of \$299,002.40

III. Approval of the Agenda

IV. Public Comment #1: Questions and Comments from the Audience

V. Presentation and Reports

a. Superintendent's Report

b. Other Reports:

Update on the Hiring Process for the Executive Director of Pupil Personnel Services

Process for Reporting on Former Bowditch Students' Success in their New Schools

Update on the Key Initiatives in the Mass Ideas Grant to Support High School Redesign

VI. Action Items: Old Business

None

VII. Action Items: New Business

- a. Deliberation and Vote on the Hiring Process for the Executive Director of Pupil Personnel Services

VIII. Finance Report

- a. FY19 Year to Date Budget Report
- b. Budget Transfers

IX. Subcommittee Reports

X. School Committee Concerns and Resolutions

XI. Public Comment #2: Questions and Comments from the Audience

XII. Adjournment

Respectfully submitted by:

Angelica Alayon, Secretary to the
Salem School Committee

Salem School Committee
Meeting Minutes
Monday, January 7, 2019

A regular meeting of the Salem School Committee was held on Monday, January 7, 2019 at 7:04 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

Members Present: Ms. Mary Manning, Mr. James Fleming, Ms. Kristine Wilson, Ms. Ana Nuncio, Mr. Manny Cruz, Ms. Amanda Campbell, and Mayor Kimberley Driscoll

Members Absent: None

Others Present: Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent, Jill Conrad, Chief of Systems Strategy, Kristin Shaver, Business Manager, and Kelley Rice, Chief of Communications

Call of Meeting to Order

Mayor Driscoll called the regular meeting of the Salem School Committee to order at 7:04 p.m.

Revised Consent Agenda

- Minutes of the Committee of the Whole meeting held December 17, 2018
- Minutes of the School Committee meeting held December 17, 2018
- Approval of Warrants: 12/27/18 in the amount of \$275,944.88, 1/3/19 in the amount of \$365,636.24, 1/10/19 in the amount of \$244,203.91
- Deliberation and Vote on the request by Salem High School Harvard Model Congress Team to participate in a four-day conference in Boston, MA on February 21-24, 2019, during vacation week

Mr. Fleming motioned to approve the Revised Consent agenda. Ms. Wilson seconded the motion. The motion carried.

Approval of the Agenda

Mr. Fleming moved to approve the Agenda as presented. Mr. Cruz seconded the motion. The motion carried.

Public Comment #1: Questions and comments from the audience

Kathleen Coates, 51 Hathorne Street, followed up on a correspondence she previously sent to School Committee members with feedback that echoed some of the concerns of others on the hiring process for all administration positions. Ms. Coates highlighted some of the concerns that was brought forward and hoped School Committee members would discuss any evaluation about hiring process that has taken place to date. Ms. Coates shared her concern to see public updates on the process of having these positions posted and hopes School Committee will have a discussion with consideration of previous feedback.

Donna Fritz, 57 Summit Street, briefly shared details of some of the challenges and favorable feedback of the transition at Witchcraft Heights School, her personal experience with the 3rd grade teaching team, and her excitement of the attentiveness and presence of the new assistant principal. Ms. Fritz continued that she thinks the school started very well this year and is glad of the teaching team. Ms. Fritz shared her concern and explanation of the need for an additional full-time nurse and less students in classrooms.

Jennifer Bo-Chabancany, 19 Harvard Street, #5, shared her feedback on the loss of the Bates Elementary School Principal and Assistant Principal last school year, shared her concern of the current temporary principal, and asked School Committee members when the position would be filled.

Amanda Peterson, 52 Buffum Street, shared an overview of her personal experience of the Bates Elementary School and need for increased communication with families.

Presentation and Reports

Superintendent's Report – Margarita Ruiz

Superintendent Ruiz welcomed back all students and staff from the holiday break and wished everyone a Happy New Year. Ms. Ruiz informed everyone that she is centrally engaging the cross-functional team to identify metrics they can use in different dimensions to ensure progress of students who transitioned from the Nathaniel Bowditch School. They are diligently working on this and would provide the School Committee with a report on identified metrics. Ms. Ruiz continued that the City Connects Coordinators and Family Engagement Facilitators continue to focus their work of smoothing the transition for the school community. Ms. Ruiz explained she is directly working with the Equity and Engagement Department in the district and the Everyday Democracy partnership with a continued focus of ensuring equity in the classrooms; they partner with coaches from Everyday Democracy as part of their Nellie Mae grant for family engagement in the district and would be reporting to the School Committee soon. Ms. Ruiz said that Salem High School would be hosting an alumni College Fair tomorrow. Students, of all grade levels, would have the opportunity to hear from 20 Salem High Alumni who will share their personal college university learning experiences. Ms. Ruiz publicly thanked all of the alumni that signed up to share their insights and provide feedback to current students.

Other Reports

Update on the Principal and PPS (Pupil Personnel Services) Hiring Process

Superintendent Ruiz reported that the feedback of all School Committee members is incorporated into the recommendations in the hiring process. Ms. Ruiz informed they are in the process of seeking an outside partner to help ensure the instruction of highly qualified candidates for the Pupil Personnel Services position and process development with School Committee members. Superintendent Ruiz continued they are in the final stages and would return with a full timeline and following steps in the search process. Ms. Ruiz reported they anticipate the completion of a survey, within the next two weeks, for Salem High School on time changes and the school calendar vacation setup. They will be presenting the survey to School Committee members for their review and feedback, within the next week, before distributing the survey to parents, teachers, and general public

Superintendent Ruiz announced that the district would be hosting its annual Kindergarten Info and Expo event on Tuesday, January 15, 2019 from 6:30pm to 8:00pm for incoming families of Kindergarten students at the Collins Middle School. Ms. Ruiz shared that the Math Association of Superintendents would be hosting a series of community forums tomorrow night in response to the need of ensuring educational equity for all students and in relation to the Parent Funding formula used by the state. There will be a forum close to Salem, at the Malden High School, tomorrow January 8, 2019 at 6pm in the Jenkins Auditorium. Superintendent Ruiz reminded members of the School Committee and the public that they are all invited. Superintendent Ruiz confirmed there would be a School Committee Retreat on Saturday, January 12, 2019, from 8am to 12 noon, in the Marsh Hall building of Salem State University. Superintendent Ruiz announced this week marks the beginning of the principal hiring process for the Bates Elementary and Collins Middle School. Both positions will be posted on Thursday, January 9, 2019. Both its communities will receive an invitation letter to meet with the Superintendent for an explanation of the process. A staff meeting of the Collins Middle School will take place on January 15, 2019 at 3:45pm and with families on January 17, 2019 at 6pm. A staff meeting of the Bates Elementary School will take place on January 16, 2019 at 2:15pm and with families at 6pm.

Discussion on the Seeking of An Outside Partner To Help Ensure Instruction Of Highly Qualified Candidates For The Pupil Personnel Services Position

Mr. Fleming inquired more about the outside partner that Superintendent Ruiz mentioned, for help with the recruitment process. Mayor Driscoll shared a dialogue of discussions that School Committee members previously had on the recruitment, timing, and screening of the hiring process and brief explanation of how important it is for this help on the front end of the recruitment process for the Pupil Personnel Services Director position. Superintendent Ruiz recalled that members previously talked about not having enough feedback on what happens in the initial screening of candidate resumes and performatives and shared they are committed to providing the School Committee with a report with all of the applicant candidates and criteria for those that do not advance to take the performative assessments. Ms. Ruiz continued to provide additional details. Members asked questions, shared feedback, and engaged in further discussion.

Discussion on 2019-2020 Principal Hiring Process Slide

Members discussed and agreed on changes to the hiring process. Superintendent Ruiz said she would revise the slide and present the revision to the School Committee for a final review.

Enrollment Targets for 2019-20 Kindergarten Registration and Student Assignment

Ms. Conrad provided a standard student enrollment update for the current year, based on the October 1st, 2018 enrollment count with the inclusion of some historical data for a view of enrollment trends over time and in recent years. Ms. Conrad walked members through the presentation. Ms. Conrad also shared the data showing the percentage of Economically Disadvantaged students in each school, with data based on the state's measure for Economically Disadvantaged. Based on the data, each elementary school is now "balanced" or within the 5% margin as set by the district's student assignment policy. As a result the enrollment targets that will be set for the 2019-20 Kindergarten registration process will be 50%/50% for each school. This means that 50% of the available seats at each school will be made available to families who qualify as low-income, and 50% will be available to those who are non-low income.

Action Items: Old Business

Deliberation and Vote on the Acceptance of the Request by the Polish Language School to Retroactively Waive the Unpaid Fees for the Use of the Carlton Innovation School for the 2017-18 School Year –Tabled From 11/19/18

Mr. Fleming motioned to remove the deliberation and vote on the acceptance of the request by the Polish Language School off the table. Ms. Manning seconded the motion. The matter carried.

Discussion

Mr. Fleming reported that the Buildings and Grounds Subcommittee met on December 11, 2018 to discuss the request to retroactively waive the unpaid rental charge fees of \$2,590.00 for the use of the Carlton Innovation School for the 2017-18 school year. Mr. Fleming informed School Committee members that the Buildings and Grounds Subcommittee agreed to approve the fee waiver request.

Mr. Fleming motioned to approve the deliberation and vote on the acceptance of the request by the Polish Language School to retroactively waive the unpaid fees for the use of the Carlton Innovation School for the 2017-18 school year. Mr. Cruz seconded the motion. The motion carried.

Action Items: New Business - None

Finance Report - None

Subcommittee Reports - None

School Committee Concerns and Resolutions

Mayor Driscoll talked about the School Committee of the Whole (COW) retreat on Saturday, January 12, 2019 to discuss the budget timeline. Ms. Driscoll provided a brief update on Early Education program. Mr. Fleming asked if there might be any concerns relative to funding of the program due to the longest government shut down. Members asked the School Business Manager, Kristin Shaver, to flag any potential issues (for future considerations) the School Committee may need to be aware of or tend to such as delays in funding or programs that might face challenges.

Public Comment #2: Questions and comments from the audience

Kathleen Coates, 51 Hathorne Street, commented on the positive communication exchanges with the Bates Elementary School.

Lisa-Hansen Damato, 53 Hathorne Street, inquired about the Director of Human Resources (HR) position, read last year's shortened version of the advertised job description aloud, and stated the importance of the position in connection to the hiring process. Ms. Damato asked on the measurement data tool for economically disadvantaged students relative to free breakfast and lunch for all.

Adjournment

There being no further business to come before the School Committee this evening. Mr. Fleming entertained the motion to adjourn. Ms. Wilson seconded the motion. The meeting was adjourned.

Respectfully submitted by:

Angelica Alayon, Secretary
Salem School Committee

Meeting Materials and Reports

School Committee Revised Consent Agenda January 7, 2019

Minutes of the December 17, 2018 Committee of the Whole (COW) meeting

Minutes of the December 17, 2018 School Committee meeting

Salem High School Harvard Model Team Field Trip Request

Polish Language School Request for Fee Waiver on the Use of the Carlton Innovative School Facility

2018-19 January 4, 2019 Student Enrollment Report

2019-20 Enrollment Targets for Student Assignment

Economically Disadvantaged by School Presentation

2019-2020 Principal Hiring Process one-page slide presentation

Salem School Committee
Committee of the Whole Meeting Retreat Minutes
Saturday, January 12, 2019

A Committee of the Whole (COW) School Committee Retreat of the Salem School Committee was held on Saturday, January 12, 2019 at 8:00 a.m. at Salem State University, Marsh Hall, Room 210, 352 Lafayette Street, Salem, MA.

Members Present: Ms. Mary Manning, Mr. James Fleming, Ms. Kristine Wilson, Ms. Ana Nuncio, Mr. Manny Cruz, Ms. Amanda Campbell, and Mayor Kimberley Driscoll

Members Absent: None

Others Present: Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent, Jill Conrad, Chief of Systems Strategy, Kristin Shaver, Business Manager, School Principals including: Bethann Jellison (Carlton), Leanne Smith (Witchcraft Heights), Matt Condon (Collins Middle School), Michael Lister (Saltonstall), Ruben Carmona (Horace Mann), Brian Edmunds (Salem Prep), Marlena Afonso (Bentley Academy Charter), Jose Muñoz (Bates), and Jennifer DeStefano (Salem High School)

Welcome, Introduction, and Team Builder

Mayor Driscoll welcomed and thanked everyone for coming and explained that the purpose of the meeting is to share and outline priorities and challenges in relation to the budget, including the budget planning process. Superintendent Ruiz welcomed and thanked everyone for attending. Everyone introduced themselves, their roles, and school name. Everyone participated and shared in a team-building activity. Members fully engaged in discussion with each other on their motivation to work in Salem, serve Salem students, and shared their personal connections and experiences with everyone aloud.

Review Agenda and Meeting Norms

Members reviewed the agenda and discussed the usefulness of meeting for increased communication, to share ideas, feedback, and insight to serve common goals.

Journey Together

Members engaged in discussion regarding effective communication and process of grounded collective priorities as well as leader input that assist in guiding Principals with budget needs. Members shared ideas and continued to talk about the budget and budget process.

Review and Discussion of the Financial Landscape of the Salem District Review Timeline for the 2019-20 Budget Planning Process

Members took a few minutes to review the presentation of the Salem financial landscape that show information on the comparison of Salem's financial data, a look at the numbers in terms of funding for Salem, some comparative data with Salem Public Schools and other districts. Ms. Shaver walked everyone through the presentation. Ms. Shaver explained there are two pieces to school spending: the Foundation Budget that Massachusetts defines as the minimum level of spending needed for a school district. The other is Net School Spending, which is what the local municipality spends above the foundation level. The local city or town has to meet a certain level but can exceed it, if they choose. The City of Salem currently contributes a significant amount above the required Net School Spending each year yielding the highest per pupil spending rate compared to other urban "Gateway City" districts across the state. Ms. Shaver shared further details and continued to walk members through the presentation.

Mayor Driscoll explained that the Foundation Budget formula, used by the state, has been under discussion for several years in terms of its representation of adequate level of spending across the state. This formula might be addressed by the legislature this year. Ms. Driscoll talked of the usefulness and importance of being informed on funding, formulas, and how they function. Ms. Shaver talked of what the actual foundation budget is based on,

provided by the state for FY18, and continued to walk members through the presentation. Members asked questions and engaged in discussion.

Break (15 Minutes)

Members took a 15-minute break

FY20 Budget Process

Superintendent Ruiz highlighted the pillars of the strategic plan and the priority investments associated with each pillar of the strategic plan. Planned investments include the priorities of competitive teacher salaries, libraries, the addition of instructional and collaborative time in all schools, redesign work, materials for program of studies, and continuation of the 1-1 technology initiative as well as taking the digital literacy skills from the DESE framework to figure out in which grade level and content areas they fall in the work towards building 21st century skills for Pre-K through 12th grades – a key aspect to infuse technology throughout to modernize the district and bring it to the next level. Ms. Ruiz continued to share highlights of the four pillars that include strengthening leader opportunity pipelines, increasing strengthening coaching capacity, giving teachers opportunities, and thinking differently about teacher leadership opportunities that help advance the academic school agenda. The framework also includes competitive salaries for attracting talent, continuing to strengthen equity practice throughout the district, in terms of engaging families and students. Superintendent Ruiz continued to highlight additional priorities of the four pillars of the strategic plan that include a focus on the needs of Building and Grounds.

Superintendent Ruiz explained the budget timeline where they begin budget collaboratives very soon. This would be the first opportunity that Principals will have to come to the table with those ideas, best thoughts on the needs of their schools and their priorities to advance academic outcomes. A second round of budget collaboratives would be held in mid February. A third round of budget collaboratives, with a full review of the budget with the Finance Subcommittee, would be held in March. The final draft of the budget would be prepared from mid to late March. Superintendent Ruiz continued that budget hearing is typically held in early to mid April. The School Committee approves the budget by early May and the City Council votes on it in June. Members shared feedback, input, and expectations. Members continued to engage in discussion.

Discussion of Hiring Process and Timeline for Executive Director of Pupil Personnel Services (PPS) and Principals

Superintendent Ruiz passed out a 2019-2020 Principal Hiring Process handout with the timeline and process for the Executive Director of Pupil Personnel Services (PPS) and walked members through the steps/information. Ms. Ruiz shared that she has a meeting with SEPAC (Special Education Parent Advisory Council) on February 12, 2019. The selection of the Screening committee would be concluded by February 25, 2019. The Screening committee group would be formed by the 27th. Members engaged in discussion. Superintendent Ruiz explained that two focus groups would be conducted to gather information on the kind of leader that people are looking for as the Executive Director of Pupil Personnel Services (PPS), to gather a profile for the candidate. One focus group would be with parents and the other with staff. The application deadline would be March 1st, 2019. Superintendent Ruiz talked about the Principal hiring process. School Committee members agreed with Superintendent Ruiz that she would share (once the School Committee has all applicants' information) which candidate she would have called in for an interview. Ms. Ruiz continued to talk about the steps of the Principal hiring process. Members discussed ranking and agreed there would be no ranking on the hiring process.

Wrap Up and Next Steps

Superintendent Ruiz explained that the first meeting of the screening committee for the Pupil Personnel Services position would be held on March 1st. The job description would be posted as soon as possible. This would be the orientation meeting for that group where they review the process, the candidate profile that emerged out of the focus groups, the dates, and discuss possible interview questions. Ms. Ruiz said they would compile a profile that the School Committee would accept on March 11, 2019, as a result of the focus group. The Screening committee would begin to screen resumes on March 14, 2019 and finalize the interview questions. The initial candidate interviews, with the Screening Committee, would be held by the School Committee between the 19th and the 21st. The Screening Committee identifies and forwards candidates by the 21st to the Superintendent as first initial batch of finalists.

An extensive reference check of each candidate is ongoing. The performatives of the semi-finalists that the Screening Committee sent to the Superintendent would be conducted on the week of the 25th. Superintendent Ruiz continued that the performatives would be conducted on the week of March 29, 2019 and the Superintendent would make her recommendation to the School Committee on that same week. Members asked questions, shared concerns, and engaged in discussion.

Adjournment

There being no further business to come before the Committee of the Whole (COW) School Committee Retreat, Mr. Cruz motioned to adjourn. Ms. Nuncio seconded the motion. The motion carried. The meeting was adjourned.

Respectfully submitted by:

Angelica Alayon, Secretary
Salem School Committee

Meeting Materials

School Committee Retreat Facilitator's Agenda

Financial Landscape of Salem Public Schools 2019-20 School Year (Presentation)

FY20 Budget Process (Presentation)



Executive Director of Pupil Personnel Services Timeline

DRAFT

Dates subject to change based on weather or other unforeseen conflicts

<u>Action</u>	<u>Date</u>
Job Description/Vacancy Notice Posted; recruitment begins	January 22
Orientation Meeting with School Committee/District Representative: Process & Timeline	February 4
Superintendent Meets with PPS Staff and SEPAC	February 12
Selection of Screening Committee Members by District	February 25
2 Focus Groups – 1 with staff, 1 with parents	February 27
Vacancy Application Deadline	March 1
Orientation Meeting – Screening Committee * Review Confidential Process * Review candidate profile * Finalize Meeting and Interview Dates * Discuss possible interview questions	March 12
Candidate Profile Accepted by School Committee	March 11
Initial Meeting of Screening Committee * Screen Resumes and Select Candidates for Initial Interviews * Finalize Interview Questions	March 14
Initial Candidate Interviews by Screening Committee	March 19-21
Screening Committee Identifies Candidates to be Forwarded to Superintendent	March 21
Reference Checking Process	On-going
Central Office Performative Assessment Process	Week of March 25
Superintendent Recommends Finalist to School Committee	March 29
Finalist Interview with School Committee	Week of April 1
Approval of Superintendent's Recommendation by School Committee	April 8
April School Vacation	April 15 - 19
Executive Director Contract Finalized	April 29



A Message from the Superintendent -- We Want to Hear from You!

Dear Salem Public Schools Community Member,

Salem Public Schools is considering the possibility of new school schedules that may impact school start and end times, school vacation times, and potentially, each school's calendar. As we think carefully about the options, we are seeking feedback from members of the Salem community to help guide our decision-making.

Please complete the below survey to add your voice and perspective for consideration.

Thank you for your input.

**Sincerely,
Margarita Ruiz, Superintendent**

1. What is your primary role within the Salem Public Schools community? (please select one - if you fall into two categories, please select your primary role)

- ☐ I am a parent/guardian of a current Salem Public Schools elementary or middle school student
- ☐ I am a parent/guardian of a current Salem Public Schools high school student
- ☐ I am a current teacher at a Salem elementary or middle school
- ☐ I am a current teacher at one of Salem's high schools
- ☐ I am a current staff member (not a teacher) at a Salem elementary or middle school
- ☐ I am a current staff member (not a teacher) at one of Salem's high schools
- ☐ I am a current student at a Salem elementary or middle school
- ☐ I am a current student at one of Salem's high schools
- ☐ Other (please specify)

2. SCHOOL VACATIONS: Below are various options for the future of school vacation time in the Salem Public Schools. Please review them and select the one that best reflects your preference.

- ☐ Maintain traditional school vacation schedule with 1 week in mid- February and another week in mid- April
- ☐ Have two long weekends (one over President's Day weekend in February and the other over Patriot's Day weekend in April) and have a 1 week vacation in March (instead of the traditional February and April vacations).
- ☐ Eliminate the traditional February and April vacation weeks and instead have one longer school vacation in March (e.g., a total of 8 days away from school in March - specific dates to be determined)
- ☐ Extend the December holiday vacation to be a two-week vacation and eliminate the February vacation week
- ☐ Extend the December holiday vacation to be a two-week vacation and eliminate the April vacation week
- ☐ Other (please specify)

3. SCHOOL YEAR: Should the district consider starting the school year in August, prior to Labor Day? Doing so would allow the school year to end earlier in June as well as more instructional time prior to the MCAS assessment?

- ☐ Yes, the district should consider starting the school year for students earlier (in August, before Labor Day)
- ☐ No, the district should always start the school year for students after Labor Day
- ☐ Other (please specify)



Salem Public Schools - Survey on School Schedule and Calendar

4. Are you a current Saltonstall parent/guardian, student, or staff member?

- ☐ Yes - I am a parent or guardian of a current Saltonstall student
- ☐ Yes - I am a current staff member at Saltonstall
- ☐ Yes - I am a current student at Saltonstall
- ☐ No - I am not a current parent/guardian, student, or staff member at Saltonstall



Salem Public Schools - Survey on School Schedule and Calendar

5. How satisfied are you with the current school calendar at the Saltonstall K-8 school that includes the October Inter-session?

Not very satisfied Neutral Very Satisfied

☐ ☐ ☐

6. Should the district keep the Saltonstall calendar the same (with the October intersession) or should Saltonstall's calendar be aligned to the rest of the district's calendar?

- ☐ The Saltonstall calendar should remain as it is
- ☐ The Saltonstall calendar should be changed so it is aligned with the rest of the district
- ☐ Other (please specify)



Salem Public Schools - Survey on School Schedule and Calendar

7. Do you have any additional thoughts or comments to share?



Salem Public Schools - Survey on School Schedule and Calendar

Thank you!

Thank you for taking the time to complete this survey. Your feedback will provide valuable information to district leaders and the School Committee as they deliberate on the potential opportunity to adjust school start/end times, vacation, and other aspects of school schedules and calendars in our district. Please contact schedule@salemk12.org with any questions.

Mass IDEAS Planning Grant

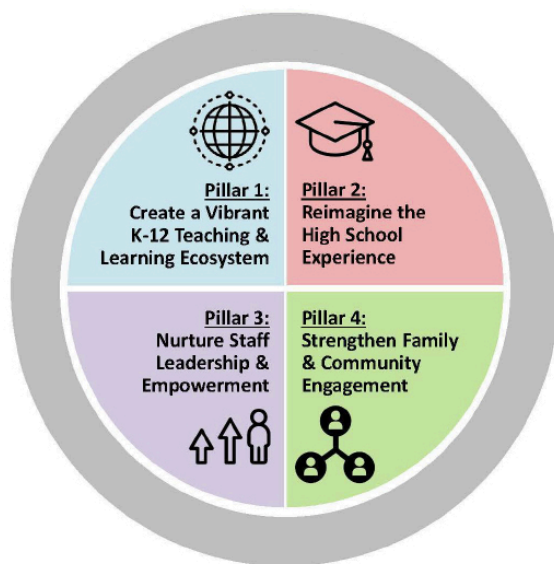
Purpose: The Mass IDEAS Planning Grant will support Salem High School's efforts to realize the goals as outlined in the District Strategic Plan, Pillar 2: Re-imagining the High School Experience. These goals include increasing student voice and empowerment, expanding personalized learning, creating college and career pathways and having high expectations for all students.

Grant Duration: January 15, 2019 through April 30, 2020

Award Amount: \$150,000

Mass Ideas Team Members:

Dr. Emily Flores, Academic Dean
Mr. Diego Contreras, College and Career Counselor
Mr. Ben Kirk, FAPA
Mr. David Shiels, Mathematics
Miss Carol Kasule, SHS Grade 11 student



Activity	Description
Invitation to Innovate (Spring and Fall 2019)	Invitations to Innovate are cohort-based professional learning and implementation with a particular focus, ie. project based learning, work-based learning technology integration, connected community. Grant funds will support materials, teacher leader "consultants" stipends', and participants' stipends.
Staff Externships	Individual staff members will complete a 3-day job shadow with a local employer and adapt a unit of study to incorporate "real-life" experiences related to the industry sector. Teachers will tune the unit of study at a summer design lab.
Summer Design Lab	Focused time to deepen preparation for the 2019-2020 school year is needed. Summer work/design groups provide focused time to work with external community partners (businesses and/or universities) and students interns. Stipends will be paid for teachers and student interns.
Professional Development Conferences	External learning is needed to "train-the-trainers" to enable scaling of best practices. Teachers and students participating in conferences will return to facilitate the learning of others, empowering them to serve as change leaders from within the school.
Mass Ideas convenings	The grant will cover required costs for attendance at 7 Mass IDEAS convenings.
Stakeholder engagement meetings	Funds to support state of the school addresses, orientation for families and students to new program offerings such as internships; training for business partners; reverse job shadowing events, project-based learning training, symposium for innovation, and college and career counseling activities.
Creating a connected community	Resources will be used to plan strategies for recreating culture and deepening a connection with new cohorts of students in 2019-2020.
High School Redesign Facilitator	Some funds were included in the grant to extend the work of an experienced consultant/school leader to coordinate and support SPS and SHS leadership teams in coordinating and implementing comprehensive redesign efforts, assist in change management strategy, facilitate work teams, provide leadership coaching to admin team members support grant writing, and communications strategies.

December, 2018 – FY19 Year to Date Budget Report

FY19 Budget Location	FY19 Original Appropriation	Transfers	Adjusted Budget	Expended	Encumbered	Account Balance	% Available	Comments
District Wide								
Parent Information Center	157,456.00	-	157,456.00	71,349.71	925.08	85,181.21	54.1%	
Health Services	976,373.00	29,000.00	1,005,373.00	324,508.89	604.46	680,259.65	67.7%	
District Wide Instruction	2,281,666.00	37,059.00	2,318,725.00	927,447.70	124,735.62	1,266,541.68	54.6%	
Special Education	7,816,735.00	(29,000.00)	7,787,735.00	3,164,366.08	2,243,539.03	2,379,829.89	30.6%	Out of district tuitions have been encumbered.
English Language Learning	508,417.00	37,500.00	545,917.00	163,268.83	19,141.54	363,506.63	66.6%	
Buildings & Grounds	4,004,183.00	-	4,004,183.00	1,721,728.44	154,318.52	2,128,136.04	53.1%	
Transportation	2,496,648.00	-	2,496,648.00	896,024.85	1,048,457.80	552,165.35	22.1%	Out of district, Homeless and Contract Transportation have been encumbered.
Crossing Guards	117,528.00	-	117,528.00	39,393.04	500.00	77,634.96	66.1%	
<i>District Wide Total:</i>	<i>18,359,006.00</i>	<i>74,559.00</i>	<i>18,433,565.00</i>	<i>7,308,087.54</i>	<i>3,592,222.05</i>	<i>7,533,255.41</i>	<i>40.9%</i>	
								School Committee stipends, photocopiers and liability insurance have been encumbered, and combined represent 75% of the District Administration non-personnel expenses.
District Administration	2,539,108.00	38,161.00	2,577,269.00	1,447,607.74	186,128.60	943,532.66	36.6%	
Early Childhood Center	1,204,138.00	18,281.00	1,222,419.00	405,148.18	618.72	816,652.10	66.8%	
Bates	3,038,782.00	(11,008.00)	3,027,774.00	1,053,037.08	2,988.35	1,971,748.57	65.1%	
Carlton	2,326,679.00	18,281.00	2,344,960.00	812,060.28	3,044.32	1,529,855.40	65.2%	
Horace Mann	2,555,381.00	(35,463.00)	2,519,918.00	842,314.01	3,172.80	1,674,431.19	66.4%	
Witchcraft	4,924,173.00	-	4,924,173.00	1,580,952.18	10,862.64	3,332,358.18	67.7%	
Saltonstall	3,697,706.00	(10,150.00)	3,687,556.00	1,245,403.51	5,646.08	2,436,506.41	66.1%	
Collins	6,162,139.00	(17,000.00)	6,145,139.00	2,033,477.75	7,499.08	4,104,162.17	66.8%	
High School	11,074,785.00	(75,661.00)	10,999,124.00	3,724,123.14	128,389.11	7,146,611.75	65.0%	
Salem Prep	759,139.00	-	759,139.00	303,025.36	33,137.67	422,975.97	55.7%	
New Liberty	987,853.00	-	987,853.00	444,484.88	61,775.44	481,592.68	48.8%	
Total:	57,628,889.00	-	57,628,889.00	21,199,721.65	4,035,484.86	32,393,682.49	56.2%	

Memo:

To: Salem School Committee

From: Kristin Shaver

Date: January 22, 2019

Re: FY19 Budget Transfer Request 9

The Horace Mann Laboratory School requests the following transfer to allow for the purchase of additional chrome books, stipends to allow teachers to conduct home visits for first grade, and additional instructional supplies.

Account Description/Use	Account Number	Amount From	Amount To
Contract Services	13570621-5320	\$16,000	
Textbooks	13570621-5511	4,928.28	
Personnel – Stipends	13570620-5150		\$3,000
Instructional Supplies	13570621-5514		17,928.28

I recommend approval of the transfer.

