

**NEWBURYPORT SCHOOL COMMITTEE**

**NEWBURYPORT, MASSACHUSETTS**

**School Committee  
Business Meeting**

**Tuesday, September 20, 2021**

**6:30 PM**

**SC Packet Checklist: SC Business Meeting Agenda September 20, 2021  
SC Meeting Agenda Notes September 20, 2021  
SC Retreat Notes 8-12-2021  
SC Business Meeting minutes 8-16-2021  
SC Business Meeting minutes 9-7-2021  
Face Coverings Policy (EBCFA) – 2<sup>nd</sup> read  
School Committee Self Evaluation 2020-2021  
Fundraising Activities  
SC Agenda Calendar Samples (2)**

**Newburyport Public Schools  
Newburyport, MA  
School Committee Business Meeting  
Monday, September 20 2021**

**6:30 PM, Senior/Community Center, 331 High St., Newburyport, MA 01950**

to join the webinar:

<https://us02web.zoom.us/j/85915895383?pwd=aldnK2owV1E3TWI4TStKVXYyZjhwUT09>

*The Mission of the Newburyport Public Schools, the port where tradition and innovation converge, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff, and community who: - practice kindness and perseverance - celebrate each unique individual - value creativity; experiential, rigorous educational opportunities; scholarly pursuits; and life-long learning - provide the nurturing environments for emotional, social, and physical growth - understand and embrace their role as global citizens.*

**Business Meeting Agenda:** The listing of matters are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

- 1. Call to Order & Pledge of Allegiance**
- 2. Public Comment**
- 3. \*Consent Agenda - (warrants and minutes of 8/12/21, 8/16/21, 9/7/21), possible Vote**
- 4. Policy Subcommittee**  
**\*Face Coverings Policy (EBCFA) – second reading – possible Vote**
- 5. Self-Evaluation**
- 6. Fundraising**
- 7. Superintendent’s Report: Student handbook process, Luken’s Calendar, COVID update, and Early Release Professional Development activities (Sept. 9<sup>th</sup>)**
- 8. New Business**

\*Possible Vote

## **Adjournment**

\*\*The School Committee reserves the right to call **executive session**, as provided under Chapter 30A, Section 21(a)(2), of the General Laws to discuss strategy sessions in preparation for negotiations collective bargaining and/or potential litigation.

**Newburyport School Committee  
Meeting Agenda Notes**

**Monday, September 20, 2021**

**6:30 PM**

**Senior Community Center, 331 High Street, Newburyport, MA**

to join the webinar:

<https://us02web.zoom.us/j/85915895383?pwd=aldnK2owV1E3TWI4TStKVXYyZjhwUT09>

**AGENDA NOTES**

The listing of matters are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

**Agenda:**

**2. Public Comment**

**3. \*Consent Agenda:** *warrants, and minutes of 8/12/21, 8/16/21, and 9/7/21 (enclosed) - possible Vote*

**4. Policy Subcommittee**

*\*Face Coverings Policy (EBCFA) – second reading – possible Vote*

**5. Self-Evaluation**

*The School Committee will have a reflective discussion of their self-assessment that was recently completed for the 2020-2021 school year.*

**6. Fundraising**

*School Committee will discuss current fundraising activities in the district (report attached).*

**7. Superintendent's Report:** *Student handbook process, Luken's Calendar, COVID update, and Early Release Professional Development activities (Sept. 9<sup>th</sup>)*

**8. New Business**

**FYI: Upcoming Dates:**

- ✓ **NHS Back to School Night:** Wednesday, September 22 @ High School, 5:30PM
- ✓ **Nock Open House:** Thursday, September 23 @ Nock Middle School, 6:00PM
- ✓ **Bresnahan Open House (PS-K):** Monday, September 27 @ Bresnahan Elem., 6:00PM
- ✓ **Policy Subcommittee Meeting:** Tuesday, September 28, 6:00PM (remote)
- ✓ **Bresnahan Open House (GRI-3):** Wednesday, September 29 @ Bresnahan Elem., 6:00PM
- ✓ **Molin Open House:** Thursday, September 30 @ Molin Upper Elem., 6:00PM
- ✓ **2<sup>nd</sup> Dose Vaccination Clinic:** Thursday, September 30 @ Nock Gym, 5-8PM
- ✓ **School Committee Business Meeting:** Monday, October 4, 6:30PM

\*Possible Vote

# Newburyport School Committee Retreat

Newburyport High School – Library

August 12, 2021

## NOTES

Attendees: Mayor Holaday, Brian Callahan, Steve Cole, Dave Hochheiser, Sean Reardon, Sheila Spalding, Bruce Menin, Sean Gallagher, LisaMarie Ippolito, Lisa Furlong, Tom Abrams, Phil Littlehale and Nancy Koch

### Welcome / Opening Comments / Introductions

Mayor Holaday welcomed everybody to the retreat, followed by introductions of the School Committee members, Central Office Administrative staff and Michael Eatman, founder and head coach of Culture 7.

### Cultural Competency Presentation & Team Building Exercises

Facilitator: Michael Eatman

- Michael Eatman distributed session workbooks: *Community Guardians Leading The Way* to be used along with his PowerPoint presentation.
  - What comes to mind with the title?
- Challenging Emotions
  - Exercise: What emotion is difficult to express as you lead?
  - Participants shared emotions and why they chose it.
  - Movement creates change. You can have emotion and still be a leader.
- Conocimiento = Spanish word meaning *having knowledge of*
  - How can we work together to reach our goals? (thoughts, feelings, actions)
- Holding community – create a space for everyone to be heard, valued & acknowledged.  
Sustainable community – one that endures and is enhanced by conflict & struggle.
  - Come together as a group; learn about each other; work together & try to find a norm.
  - Example: I don't agree with you, but I will respect you.
- What will allow us to talk openly in this space?
  - Use the word "I". Do not speak for each other.
  - Be soft on people and hard on barriers to inclusion
- Bias: prejudice in favor of or against one thing, person or group compared with another. Usually in a way considered unfair.

- Stereotypes: a widely held but fixed and oversimplified image or idea of a particular type of person or thing.
  - Small groups were formed to discuss various stereotypes and things to be aware of.
- Diversity asks “Who’s in the room?”. (equity, inclusion, justice)
  - Defined as any collective mixture characterized by similarities, differences and related tensions and complexities.
  - How do you get to inclusion?
    - Share, respect, appreciate, collaborate, and negotiate
  - Why do initiatives fail? 70% mostly due to poor engagement of people.
  - Small groups discussed interactions involving diversity issues where the intent didn’t match the impact.
- Culture: a shared pattern of beliefs, values, assumptions and behaviors that distinguish one group from another
  - Cultural Competence: the ability to navigate intercultural perspectives towards practical goals.
    - How do we open space to deal with cultural competencies?
- Work at the School Committee Level
  - Who do you serve? (Stakeholder groups)
    - Kids, families, community
  - What needs to happen on a day-to-day basis? (Operations)
    - Collaboration, communication, information
  - What are the necessary skills? (Competencies)
    - Active listening, negotiations, humility, patience

### **Strategic Planning – Newburyport Public Schools**

- Newburyport Public Schools – Planning for Tomorrow PowerPoint
  - Presenters: Sean Gallagher, LisaMarie Ippolito, Lisa Furlong, Tom Abrams
- NPS Strategic Plan (Sean Gallagher)
  - Demographics of Newburyport
  - Brief background of establishing the frameworks in 2015-2016
  - Review of the strategic planning process
  - Review of seven guiding strategies
- Vision of a Graduate (Lisa Furlong)
  - Brainstorming Exercise: What is your vision of an NPS Graduate, and what knowledge, skills, and mindsets will NPS graduates need to be successful?
  - Brainstorming Exercise: Using Trend Cards – how do trends affect the way we parent, teach and connect with young people? Based on trends, what knowledge, skills and mindsets do graduates need to be successful.
- Closer look at 7 Strategies (LisaMarie Ippolito and Tom Abrams)
  - Three phases: learn, explore and share

- Strategies Poster Gallery Walk
  - Seven posters
  - SWOG Analysis (strengths, weaknesses, opportunities, growth)
  - Exercise: What accomplishments excite/surprise you and/or are you proud of?
  - Exercise: What accomplishments/programs/results did you hope to see but didn't?  
Are there any weaknesses hindering progress?
  - Exercise: Small groups discuss possible opportunities to move strategies forward.
  - Exercise: How can each participant's role help the district grow in each strategy?

### **Potential 2021-2022 School Calendar Adjustments**

- Topic tabled until the next School Committee meeting on August 16, 2021.

### **School Committee Organizational Items**

- Topic tabled until the next School Committee meeting on August 16, 2021.

**NEWBURYPORT SCHOOL COMMITTEE  
SCHOOL COMMITTEE BUSINESS MEETING  
Senior Center, 331 High Street, Newburyport, MA 01950  
Monday, August 16, 2021**

**Meeting Convened at 6:30 PM**

**Mayor Donna Holaday/Brian Callahan Presided**

**Present: Mayor Donna Holaday, Brian Callahan, Bruce Menin, David Hochheiser, Sheila Spalding, Sean Reardon, Steve Cole**

**CALL TO ORDER / ROLL CALL / PLEDGE OF ALLEGIANCE:**

**Mayor Donna Holaday** called the School Committee Business Meeting of the Newburyport School Committee to order at 6:30 PM. Roll call found all members present.

**Steve Cole** asked for a moment of silence in memory of Jeffrey Stone, son of retired NHS teacher Susan Stone.

**PUBLIC COMMENT:**

Keith Eddings, Spring Street spoke regarding the wearing of masks in schools.

Charlie Tontar, 29 Jackson Street candidate for mayor wished the Committee good luck.

Jennifer Smith, 10 Lunt Street spoke regarding the mandate of wearing masks in schools.

Joe Cheever, 22 Goldsmith Drive said he was anxious about the opening of schools - wearing masks and keeping social distancing.

**CONSENT AGENDA:**

**Warrants:**

**Motions:**

On a motion by **Steve Cole** and seconded by **Bruce Menin** it was

**VOTED:** To approve, receive and forward to the City Auditor for payment the following warrant.  
**\$22,342.54**

**VOTED:** To approve, receive and forward to the City Auditor for payment the Following warrant.  
**\$45,746.31**

**VOTED:** To approve, receive and forward to the City Auditor for payment the Following warrant.  
**\$449,788.98**

**Motion Passed Unanimously**

**DISCUSSION OF DESE GUIDELINES REOPENING SCHOOLS:**

**Superintendent Sean Gallagher** reported on the following:

- Increased cases of DELTA variant on the rise. Essex County is in a high risk area.

- Summer school decided to wear masks.
- Vaccinations
 

Grade 9 - 64%	Grade 11 - 69%
Grade 10 - 64%	Grade 12 - 74%

**David Hochheiser** asked how those numbers were known. **Superintendent Gallagher** explained and said the High School was at 68%.

- Multi-layer approach - 2 component testing program
  - Stay home if ill - if ill in school - rapid test
  - 2nd phase - test and stay
  - Social distancing
  - Regular lunch and snack time experience
  - Cleaning protocols
  - Hand hygiene
  - Mask indoors
  - Masks on buses
  - Outside - masks optional

**Sheila Spalding** asked about social distancing in the cafeterias.

Students wearing masks - maximize tables - information will be sent out to parents.

**Mayor Holaday** asked what happens if students test positive?

**Bruce Menin** asked about vaccinations/boosters in school?

**Mayor Holaday** said she did not see why not.

**Superintendent Gallagher** spoke regarding a mobile vaccination unit.

**David Hochheiser** said he was glad to hear about these procedures.

Dr. Su said the #1 goal was to keep all students in school if possible and safe.

**Sheila Spalding** surmised that the youngest children were the most at risk.

**David Hochheiser** asked if we have heard about any mandates for flu/COVID?

**Motion:**

On a motion by **Bruce Menin** and seconded by **Mayor Holaday** it was

**VOTED:** That the Newburyport School District will require masks for all vaccinated and unvaccinated students and staff at the beginning of the school year, and the Medical Advisory Team and the District administration will review data on an ongoing basis to assess any needed changes to our protocols.

**Motion Passed Unanimously**

**POTENTIAL 2021-2022 SCHOOL CALENDAR ADJUSTMENT:**

**Motion:**

On a motion by **Brian Callahan** and seconded by **Sheila Spalding** it was

**VOTED:** To move the first day of school for Pre-K students from September 7 to September 8.

**Motion Passed Unanimously**

**2021 - 2022 SCHOOL COMMITTEE MEETING SCHEDULE:**

**Motion:**



On a motion by **Brian Callahan** and seconded by **Bruce Menin** it was

**VOTED:** To change the School Committee Business Meeting from Monday, January 3, 2022 to Tuesday, January 4, 2022.

**Motion Passed Unanimously**

**SUPERINTENDENT'S REPORT:**

**Superintendent Gallagher** reported on the following

- School Choice remaining numbers
  - Grade 4 - 0
  - Grade 6 - 2
  - Grade 7 - 0
  - Grade 9 - 7
  - Grade 12 - 4
- ESSER II Grant has been submitted
- ESSER III Grant - sending out survey
- We are in great shape with our grants.
- Hiring 31 new staff members - among them are the following:
  - Tom Abrams - District Literacy Coordinator
  - Elise Comeau - Molin/Nock Special Education Team Coordinator
  - Theresa Fitzpatrick - Bresnahan Special Education Team Coordinator
  - Lisa Furlong - Director of Communication & Instructional Technology
  - Lisa Marie Ippolito - Assistant Superintendent
  - Phil Littlehale - Business Manager
  - Lauren McDonald - Director of Health Services
  - Michael Munroe - Assistant Principal Bresnahan
  - Tim Potts - Behavioral Health Coordinator
  - Leah Salloway - Bresnahan Early Childhood Coordinator
  - Nick Markos - Nock Interim Principal
  - Alissa Gallegos - Nock Interim Assistant Principal
- Mentor / Mentee training
  - Mentee - Induction Program begins on August 25th - 27th
  - There are several staff members presenting to the new teachers - Judy Webster, Nancy Koch, Chrissa Pissios, Joan Sheehan, Steve Costello, Michael Eatman and LisaMaria Ippolito. Julie Zielinski helped organize these mentee days. Mentor training will be conducted on August 25 by our mentor leaders - Shannon Osgood, Lori Solazzo, Tim Mahan, Pam Vecchio and Renee Ames.

**SUB-COMMITTEE REPORTS:**

**Superintendent Evaluation Sub-Committee**

**Bruce Menin** reported that the Superintendent Evaluation has been filed.

**NEW BUSINESS:**

A pamphlet "The Gazette" of the Westorchard Elementary School, Chappaqua, NY was distributed to the Committee.

**Superintendent Gallagher** reported on the following sports achievements:

- Congratulations to the Newburyport 9U All Star Team, which on Sunday won the BayState Tournament of Champions, defeating Tewksbury by a score of 5 - 4 to win the championship in dramatic fashion.
- Aaron Armstrong had the game winning hit in the bottom of the sixth inning. Other members of the team were: Rowan Alphon, Paddy Arcand, Jackson Boselli, Conor Contrino, Joe Fulmer, Ben Greile, Paxton Lindenmayer, Matthew Linteris, Grady Pointing, Ollie Reardon, Mikey Savastra, Matthew Sheehan, Jamison Smith, and Charlie Todd.
- Congratulations also to: Manager Chris Sheehen, Coaches Sean Todd, Ray Arcand and Eric Greile

**ADJOURNMENT:**

On a motion by **Mayor Holaday** and seconded by **Sean Reardon** it was

**VOTED:** To adjourn the School Committee Business Meeting at 7:48 PM.

**Motion Passed Unanimously**

**NEWBURYPORT SCHOOL COMMITTEE  
SCHOOL COMMITTEE BUSINESS MEETING  
Senior / Community Center  
331 High Street  
Newburyport, MA 01950**

**Tuesday, September 7, 2021**

**Meeting Convened at 7:00 PM**

**Mayor Donna Holaday / Brian Callahan Presided**

**Present: Mayor Donna Holaday, Brian Callahan, Bruce Menin, David Hochheiser, Sheila Spalding, Sean Reardon, Steve Cole**

**CALL TO ORDER / ROLL CALL / PLEDGE OF ALLEGIANCE:**

**Mayor Donna Holaday** called the School Committee Business Meeting of the Newburyport School Committee to order at 7:00 PM. Roll call found all members present.

**PUBLIC COMMENT:**

Ralph Orlando, 4 William Hall Drive – He stated he liked the meeting starting at 7:00 PM. He suggested the agenda go back to two Public Comment sessions.

**CONSENT AGENDA:**

**Warrants:**

**Motions:**

On a motion by **Steve Cole** and seconded by **Bruce Menin** it was

**VOTED:** To approve, receive and forward to the City Auditor for payment the following warrant:  
**\$2,542.45**

**Motion Passed Unanimously**

On a motion by **Steve Cole** and seconded by **Sheila Spalding** it was

**VOTED:** To approve, receive and forward to the City Auditor for payment the following warrant:  
**\$36,232.24**

**Motion Passed Unanimously**

On a motion by **Steve Cole** and seconded by **Sean Reardon** it was

**VOTED:** To approve, receive and forward to the City Auditor for payment the following warrant:  
**\$295,812.41**

**Motion Passed Unanimously**

**Minutes:**

On a motion by **Sean Reardon** and seconded by **Bruce Menin** it was

**VOTED:** To approve, receive and file the School Committee Business Meeting minutes of Monday, June 21, 2021.

**Motion Passed**

**Mayor Holaday** voted present

**POLICY SUBCOMMITTEE:**

**Face Coverings Police (EBCFA) - first reading:**

The Committee had been provided a copy of the Face Coverings Policy.

**Bruce Menin** said this policy reflects what they had hoped to accomplish.

**Mayor Holaday** stated she hoped this policy would be short lived and suggested the Committee evaluate this policy on a monthly basis.

**Sean Reardon** suggested adding some wording to the policy.

**FINANCE SUBCOMMITTEE:**

**Minutes of 8/6/2021**

**Sean Reardon** asked if fundraising would be brought up at the next meeting.

**Bruce Menin** inquired if the Committee had to approve Subcommittee minutes.

**Motion:**

On a motion by **Bruce Menin** and seconded by **Sheila Spalding** it was

**VOTED:** To approve, receive and file the Finance Subcommittee Meeting minutes of Thursday, August 6, 2021.

**Motion Passed Unanimously**

**STUDENT NEWSPAPER PROPOSAL:**

Keith Eddings discussed a proposal for a student newspaper in the elementary and/or middle schools. He distributed a copy of a newspaper to the Committee. He stated the approximate cost for 500 copies would be \$1,000.

**Brian Callahan** said he would put Mr. Eddings in touch with Andy Edgemont.

**SUPERINTENDENT EVALUATION 2020-2021 DISCUSSION:**

**Bruce Menin** read the ratings which had been submitted by Committee members. He stated that according to the ratings this Superintendent had demonstrated proficiency.

**Mayor Holaday** stated this was made easier for the Committee because of the Superintendent memos which he had submitted.

**Brian Callahan** said the Superintendent has shown strength of communication and thanked the Superintendent.

**Bruce Menin** said he was impressed by the respectful and civil manner in which the Superintendent had dealt with contract negotiations.

**Steve Cole** commented on the Superintendent's high standards.

**David Hochheiser** said he was happy to see the following on the agenda: Curriculum, Instruction and Student Life.

**Sean Reardon** said he was glad to have the Superintendent lead us through the next few years.

**Superintendent Gallagher** said he appreciated all the comments and he was honored to represent Newburyport. He thanked the Committee for their support.

### **EXECUTIVE SESSION:**

#### **Motion:**

On a motion by **Brian Callahan** and seconded by **Bruce Menin** it was

**VOTED:** To adjourn to Executive Session at 7:50 PM for the purpose of discussing possible contract negotiations and legal matters.  
The Committee will return to Open Session.

**Motion Passes Unanimously**

### **RETURN TO OPEN SESSION:**

The Committee returned to Open Session at 7:59 PM.

### **SUPERINTENDENT CONTRACT AND OTHER ITEMS:**

**Mayor Holaday** read the items contained in the Superintendent's contract:

- Extension of two years
- 3% contract increase
- 3% contract increase in final year of contract

#### **Motion:**

On a motion by **Mayor Holaday** and seconded by **Bruce Menin** it was

**VOTED:** To approve **Superintendent Sean Gallagher's** contract as presented.

#### **Roll Call Vote:**

**Steve Cole** - Yes  
**Sean Reardon** - Yes  
**Sheila Spalding** - Yes  
**David Hochheiser** - Yes  
**Bruce Menin** - Yes  
**Brian Callahan** - Yes  
**Mayor Holaday** - Yes

### **SUPERINTENDENT'S REPORT:**

**Superintendent Gallagher** reported on the following:

- First two days - Professional Development
- Feedback

- Grades 1 - 12 Wednesday - was upbeat and energetic
- More bus riders this year
- Walkers - their safety
- This is the second year of a later start
- Language program grades 6 - 8
- NHS class assemblies
- Athletics are underway - 412 athletes participating
- Extracurricular
- Nock Welcomed students back
- Student data charts
- Bresnahan - pre K - K to start tomorrow morning
- Grades 1 - 3 back in school
- Nursing Team - standing ovation
- Vaccination Clinic - September 9 at the Nock School parking lot for 12 years and older  
**Sean Reardon** asked if vaccination numbers were available.
- Student Life - Ad Hoc Committee - **Assistant Superintendent Ippolito** formulated the Committee - meeting held on August 24.  
October - MCAS Data  
November - School Improvement - Professional Development Plans  
December - Literacy Focus

**NEW BUSINESS:**

**David Hochheiser** suggested making public presentations available on the website  
**Mayor Holaday** asked if the website could be reworked? Answer - it is being worked on.

**ADJOURNMENT:**

On a motion by **Mayor Holaday** and seconded by **Sean Reardon** it was

**VOTED:** To adjourn the Business Meeting of the School Committee at  
8:17 PM.

**Motion Passed Unanimously**

## FACE COVERINGS

The Newburyport School District is committed to providing a safe environment in schools during a pandemic. Maintaining a safe environment is critical to the District's ability to maintain a full-time, in person classroom learning experience.

According to public health experts, one of the best ways to stop the spread of coronavirus (or other contagious pandemic disease) and to keep members of our school community safe is the use of face masks or face coverings. Therefore, using the guidance and recommendations from the Center for Disease Control (CDC), the Department of Elementary and Secondary Education (DESE) and the Massachusetts Department of Public Health (DPH), the District has established the following requirements which will remain in place until further notice.

A face covering that covers the nose and mouth must be worn by all individuals in school buildings and on school transportation. Face coverings must also be worn outside when social distancing cannot be observed.

Masks or face coverings will not be required for anyone who has a medical, behavioral or other challenge making it unsafe to wear a face mask or face covering. A written note from a physician is required for a requested exemption. Parents may not excuse their child from the face mask requirement by signing a waiver.

Additionally, face masks or face coverings will not be required when appropriate social distancing is enforced: during mask breaks, while eating or drinking, during physical education classes or while outside.

Exceptions to this policy under certain circumstances, such as for students with medical, behavioral or other challenges who are unable to wear masks, must be approved by the building principal in consultation with the school nurse or local Board of Health. Face shields or physical barriers may provide an alternative in some instances.

A student's mask or face covering is to be provided by the student's family. Staff members are responsible for providing their own face coverings. However, the district will supply disposable face covering for individuals who arrive at a building, or board school transportation, without one.

If students are in violation of this policy, the building principal will consult with the parent/guardians to determine whether an exception is appropriate, or the student may be removed from the school building for in-person learning until such time as they can comply with the requirement, or the requirement is lifted.

Violations of this policy by staff will be handled in the same manner as other violations of School Committee policy.

Visitors in violation of this policy will be denied entry to the school/district facility.

This policy will remain in place until rescinded by the School Committee. We will revisit this policy in October, following DESE guidelines, advice of our Medical Advisory Committee and the local Board of Health.

### Guidance Statements

#### **Massachusetts Department of Public Health**

<https://www.mass.gov/doc/updated-advisory-regarding-masks-and-face-coverings-july-30-2021-0/download>

**Center for Disease Control and Prevention – Guidance for Covid-19 Prevention in K-12 Schools  
Updated August 5, 2021 -**

<https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/k-12-guidance.html>

**Center for Disease Controls – Guidance for Covid-19 Prevention on Public Transportation**

<https://www.cdc.gov/coronavirus/2019-ncov/travelers/face-masks-public-transportation.html>

**Massachusetts Department of Elementary and Secondary Education – Fall 2021 Covid-19 Guidance**

<https://www.doe.mass.edu/covid19/on-desktop/2021-0730fall-2021-covid19-guidance.pdf>

SOURCE: MASC – August 10, 2021



**NEWBURYPORT  
SCHOOL COMMITTEE  
END-OF-CYCLE  
SELF-EVALUATION REPORT  
2020 - 2021 ACADEMIC YEAR**



September 16, 2021

The following report summarizes the results of the Newburyport School Committee End-of-Cycle Self-Evaluation for the 2020-2021 academic year. The evaluation included 31 questions that addressed the following areas of focus:

- Operations
- Meetings
- Goal Setting and Monitoring
- Budget
- Policy
- Personnel
- Law and Ethics
- Community Engagement

For each question, respondents were prompted to categorize the School Committee's practice as Embedded and Sustainable, Well-Developed, Developing, or Underdeveloped.

The attached report includes the consolidated results, depicted in the charts, as well as individual anonymized comments for each question. Please remember that School Committee members were not required to provide comments.

The self-evaluation form is included at the end of the report for your reference.

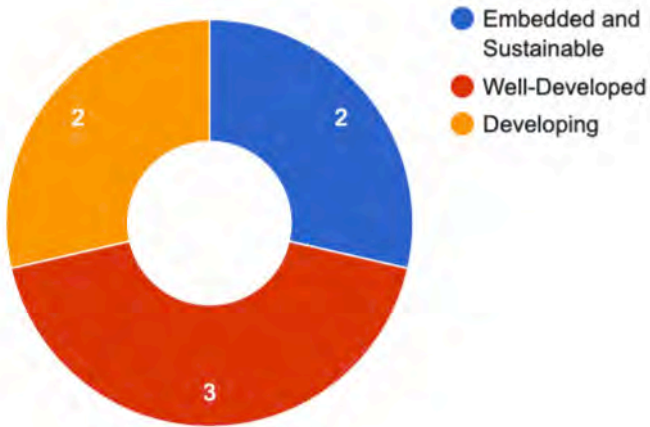
Brian Callahan

A handwritten signature in black ink, appearing to be 'B Callahan', with a long horizontal flourish extending to the right.

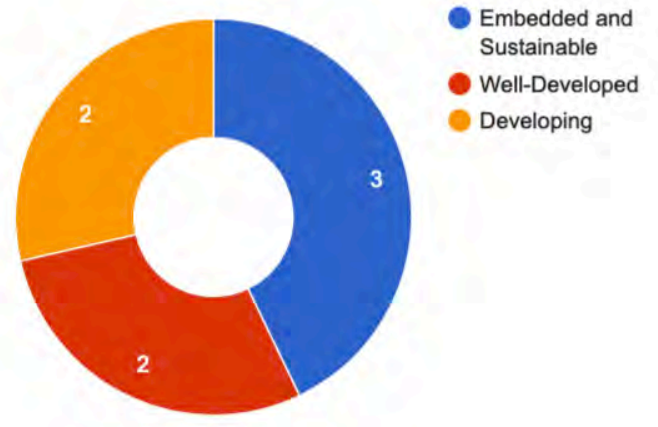
Newburyport School Committee Vice Chair

# OPERATIONS

## PROTOCOLS



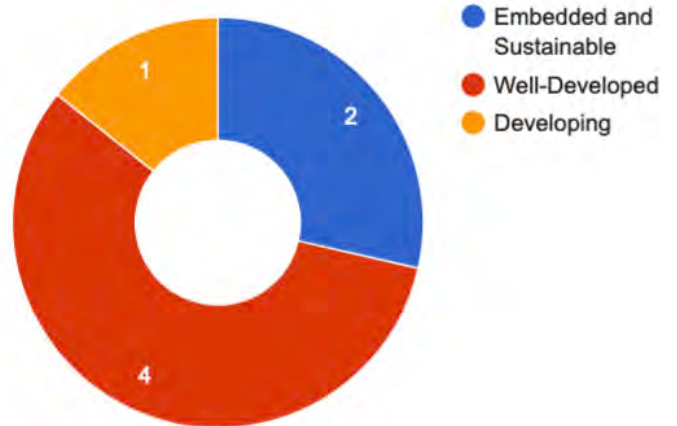
## ROLES & RESPONSIBILITIES



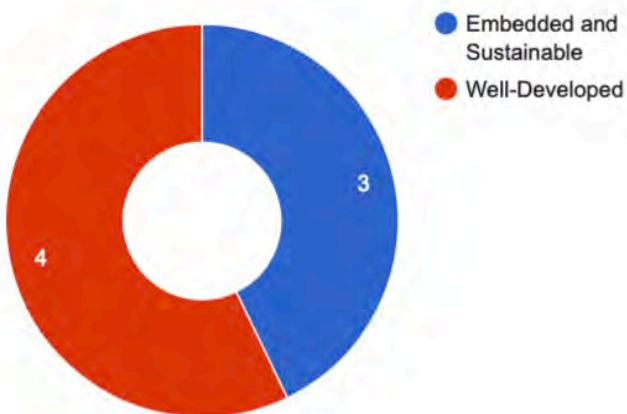
## NEW MEMBERS



## MEMBER AUTHORITY

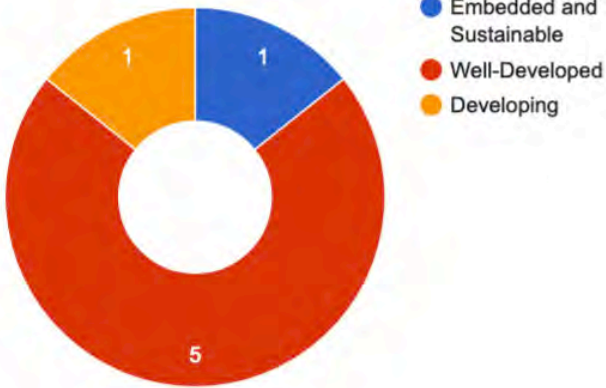


## DECISION MAKING

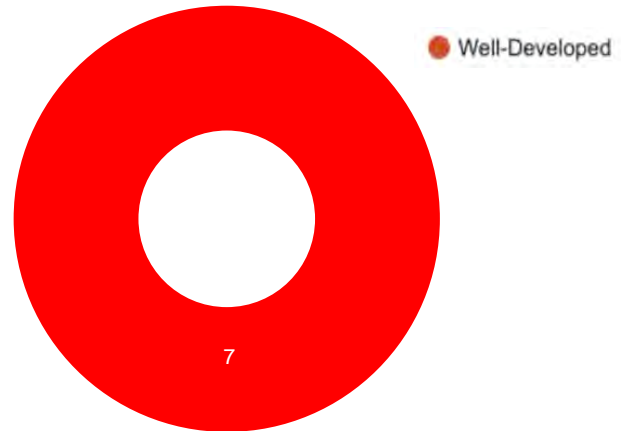


# MEETINGS

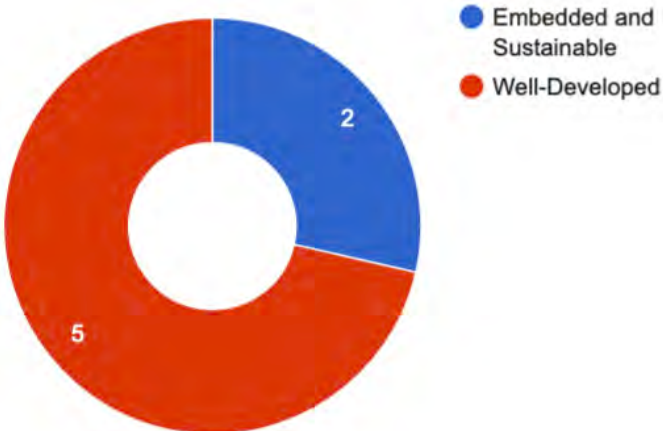
## EFFICIENCY



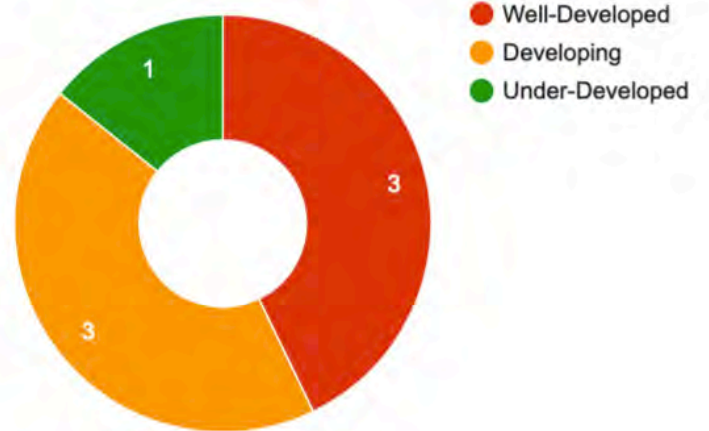
## AGENDA PLANNING



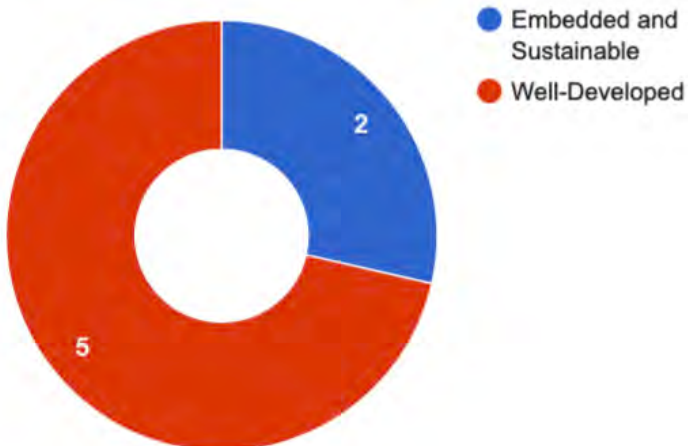
## PREPARATION



## FORMAT

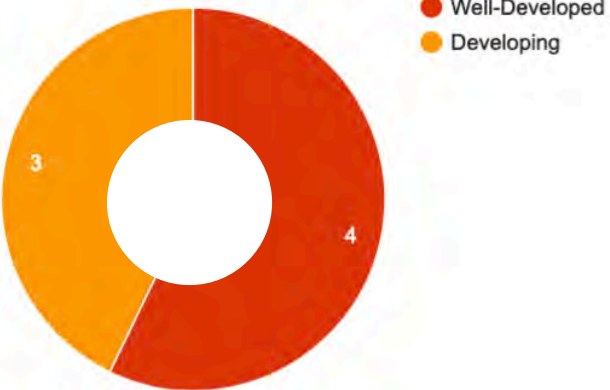


## PUBLIC TRANSPARENCY

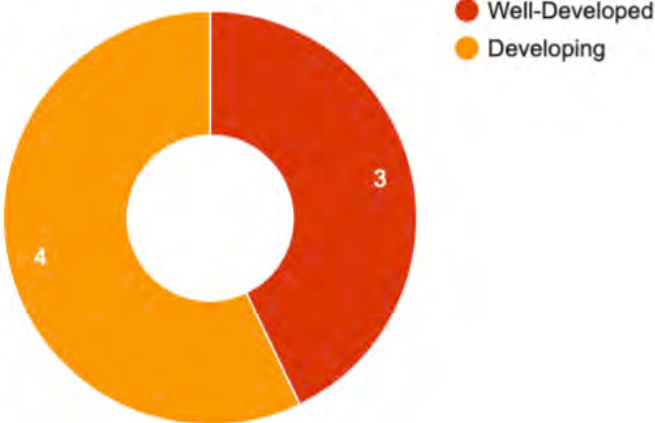


# GOAL SETTING & MONITORING

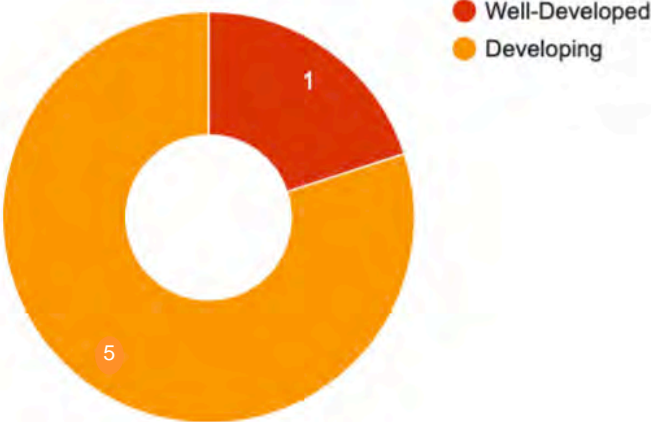
MISSION & VISION



ANNUAL GOALS

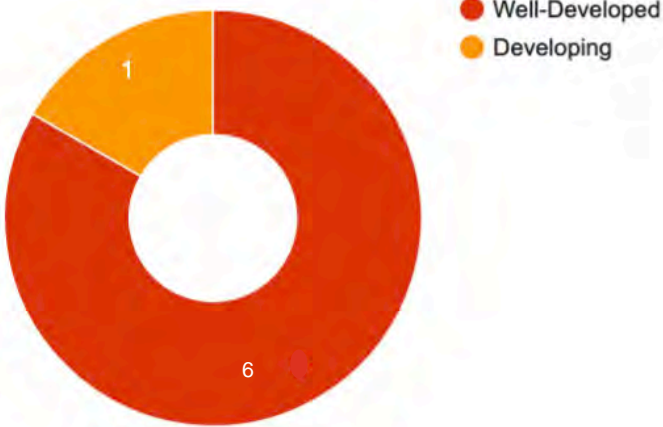


USE OF DATA

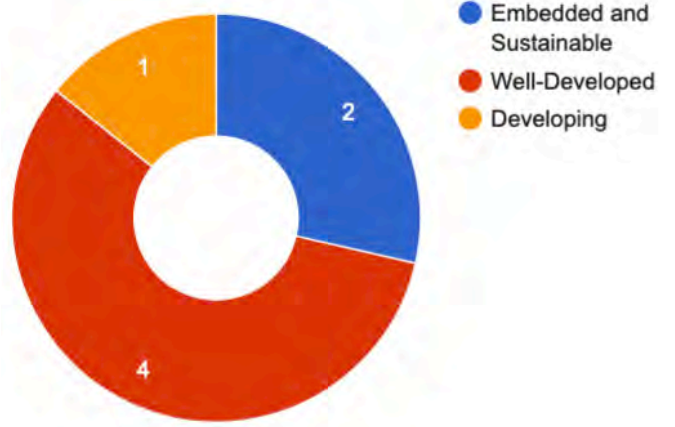


# BUDGET

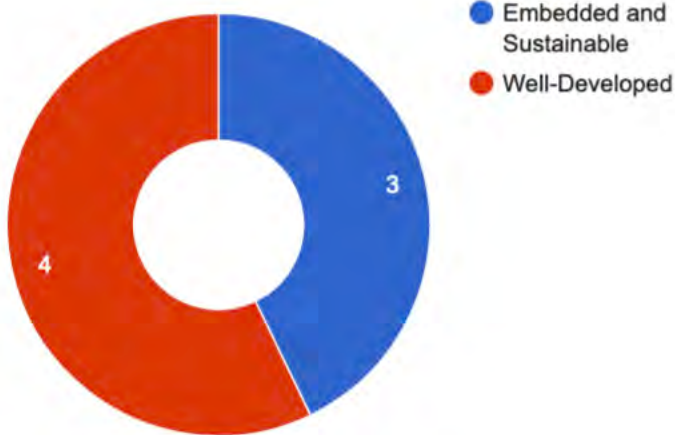
## GOAL ALIGNMENT



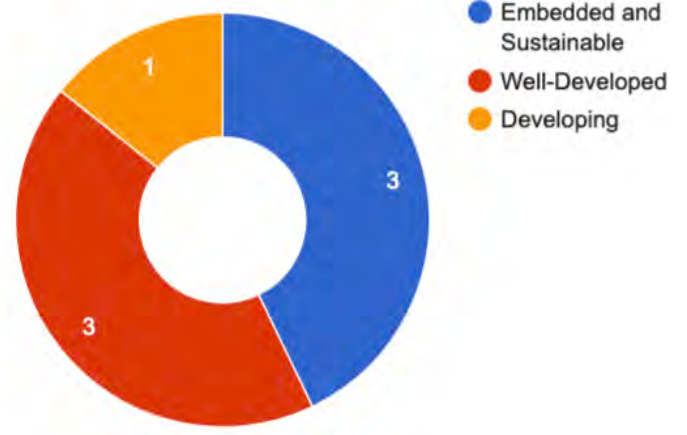
## ADVOCACY



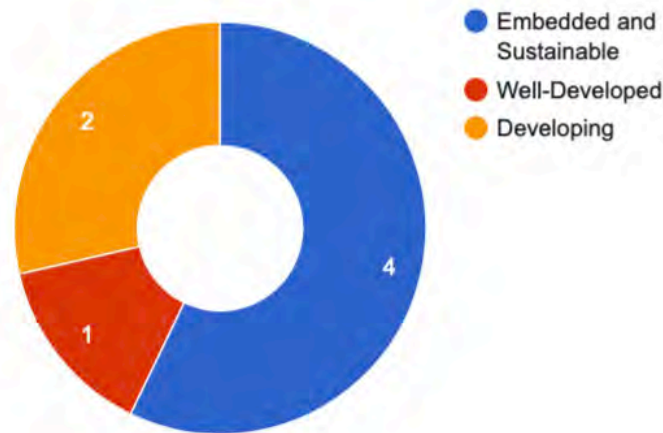
## MONITORING



## WARRANTS

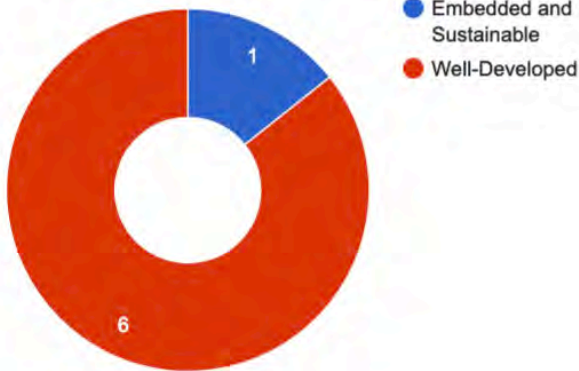


## EQUITY

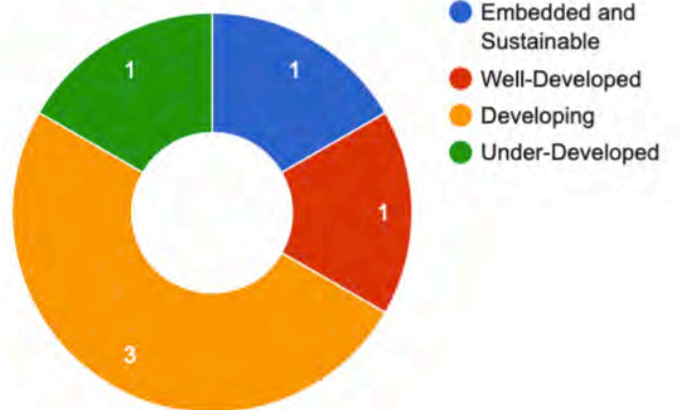


# POLICY

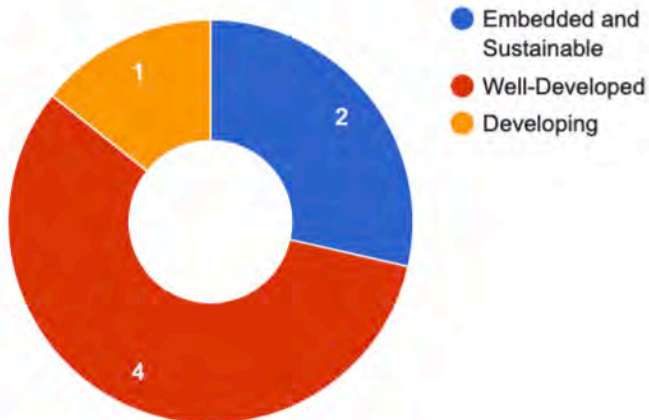
## REVIEW



## HANDBOOKS & PROCEDURES

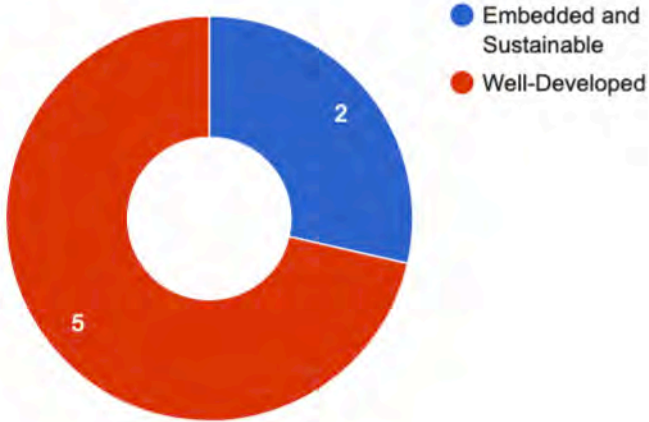


## BEST PRACTICE

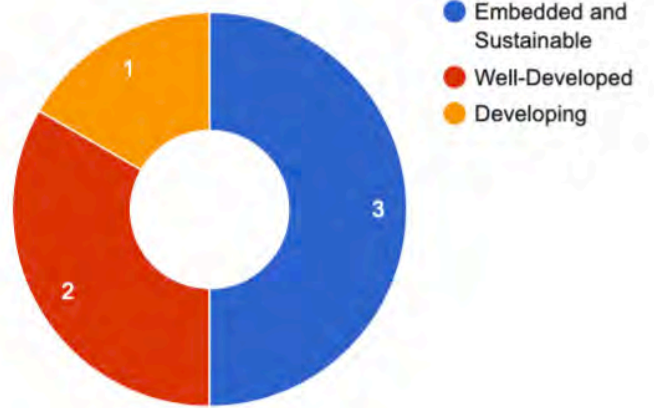


# PERSONNEL

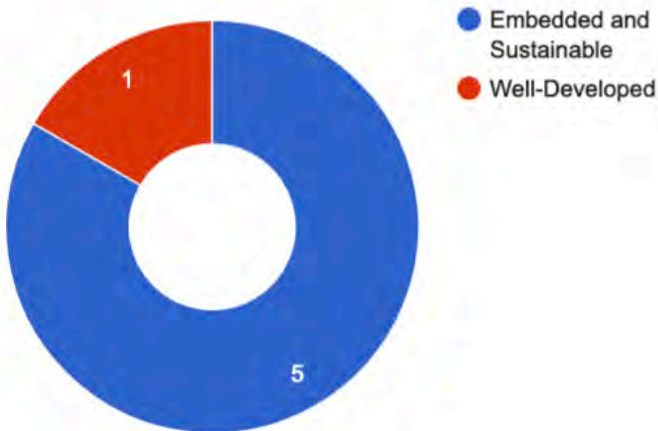
## SUPERINTENDENT EVALUATION



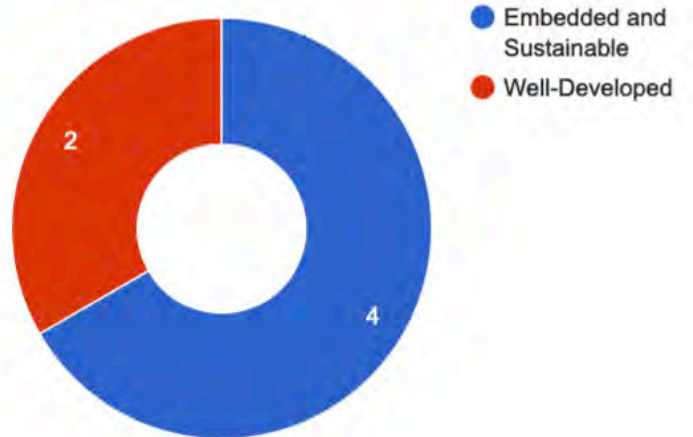
## HIRING



## COLLECTIVE BARGAINING

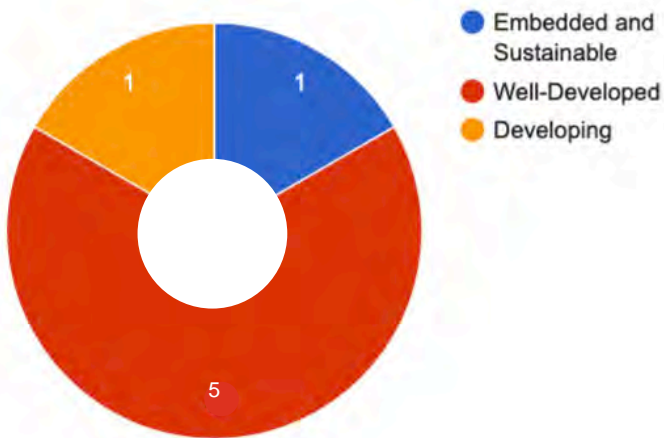


## EMPLOYEE RELATIONS

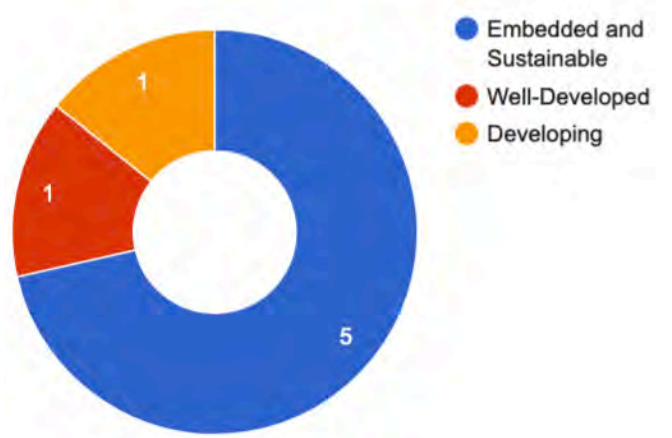


# LAW & ETHICS

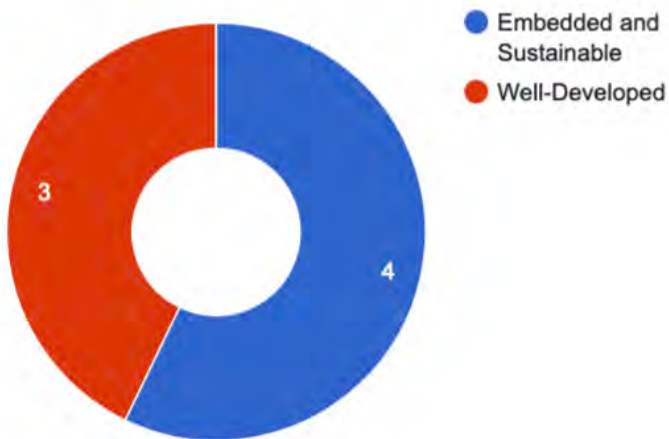
## OPEN MEETING LAW



## CONFIDENTIALITY



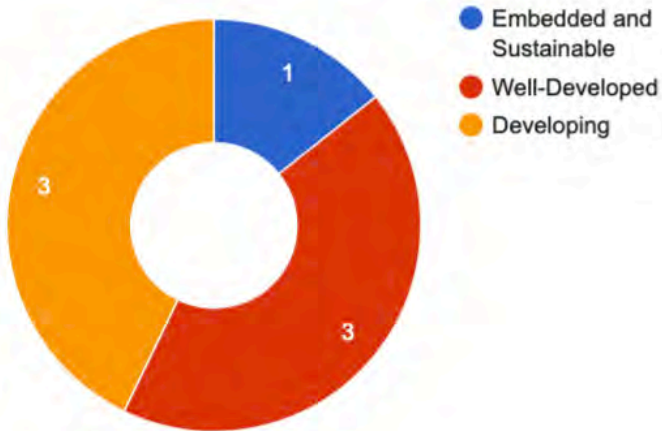
## CONFLICT OF INTEREST



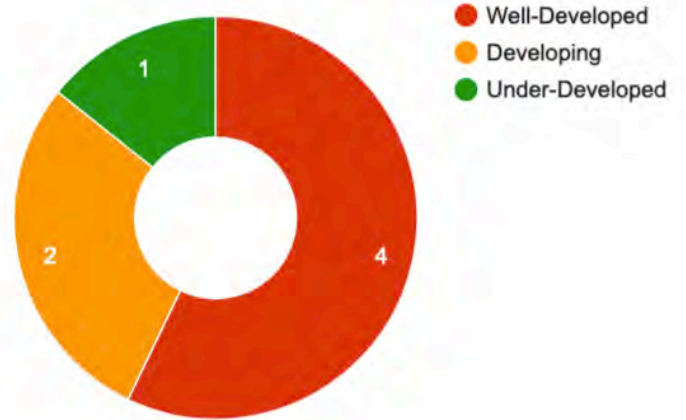


# COMMUNITY ENGAGEMENT

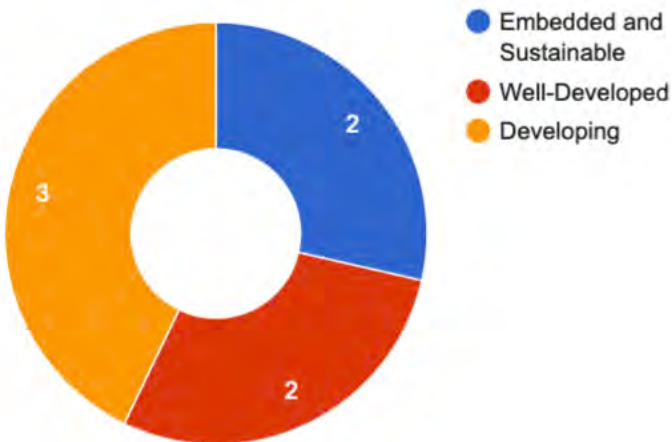
## COMMUNITY OUTREACH



## COMMUNITY FEEDBACK



## BUILDING SUPPORT



# OPERATIONS COMMENTS

## OPERATIONS - PROTOCOLS

The SC has worked to respect and work within the roles of the committee while understanding the limitations of this role in operations. Superintendent Gallagher has developed a good communication system with weekly updates to the SC as well as a detailed report at SC meetings. The SC needs to continue to work on receiving information from all appropriate sources across the school district but refraining from stepping into operations.

The School Committee, on several major issues during the year, over-stepped their roles in recommending or demanding that the Superintendent manage the schools against his and the districts considered judgement. The involvement of the Committee in proposing an alternate plan to reopen last fall was well beyond their statutory role.

The Committee did respect the Superintendent's position in managing personnel, and I am unaware of any direct interference with personnel, although when the Superintendent decided it was in the best interest of the district to go with an interim principal at the Nock and elevate the current Assistant Principal, there was pushback from SC members to run search anyway, even after the Superintendent shared that he felt the pool of candidates, based on his experience, would not be very strong so late in the year.

I think we can always improve the sharing of information between the district and school committee and the district and general public. With Back to school approach I hope we are very upfront and clear with parents and students.

The vote on the reopening plan last August ultimately undermined the authority of the Superintendent by dictating day-to-day operations to him in the form of an adjusted reopening plan. Our committee should remain mindful that it is okay to ask questions for the purpose of remaining informed but we cross a line when we give directives on matters of daily management. I think our committee would benefit from partaking in the MASC District Governance Program. This is an aside but in the future, when a meeting runs over two hours, we should take a recess to refresh ourselves before making a major decision.

I believe we are respectful with regards to personnel. Even if we let the superintendent know where we stand on an issue, we are quick to back off.

# OPERATIONS COMMENTS

## OPERATIONS - ROLES & RESPONSIBILITIES

The SC refrains from giving management directives to our Superintendent. He continues to provide weekly communications to the SC as well as a Superintendent's report at each meeting.

This past year, the SC has struggled to support the Superintendent at times, on occasion substituting their own judgment for that of the Superintendent. One example is the reopening plan submitted by the district last August; it had been collaboratively developed by the District, the Medical Advisory Team, and the Teachers Union- and was unique in the Commonwealth in that it was done without having to go to impact bargaining. On the night it was presented for approval, the SC substituted a plan that had not been reviewed by medical advisors, had not been shown to the teacher's, and was not distributed to the SC prior to the meeting. The Committee was warned that substituting their plan would materially change the working conditions and surely result in a request to impact bargain. It did; it cost the district valuable time and money to bargain, and resulted in a recommendation to approve the original plan, which it did. Another way the SC challenged the Superintendent's judgment was demanding that the Superintendent spend down our available Choice funds to fund two positions. The Superintendent was very clear that he felt after the budget was passed, it was very likely that those positions would be funded through the operating budget. The insistence on spending down overruled the recommendation of the Superintendent and Business Manager. But it did align with demands being inappropriately made by the City Council. There are other examples. Things improved as the school year drew to a close, but a great deal of time and energy was wasted by having district staff focus on issues that were non-essential to keeping the district functioning during a pandemic.

I feel like this is the same question as the one above. Although we do not deal directly with staff we do get contact quite a bit with staff issues. I think better communication needs to take place between superintendent and SC about how these incidents were handled.

The joint ed committee needs to work to become more collaborative with the superintendent. These meetings of late often seem like an interrogation. This subcommittee should revisit their mission and remain mindful that they do not run the schools.

I believe we are respectful, but there are times when the lines are blurry, such as the reopening plan in the summer of 2020. Is that school operations? Should we legally have had any say in that? I also, though, wonder if we shouldn't have had more say in that as the community's voice. Ultimately, we were given a vote, but that whole process didn't go well.

# OPERATIONS COMMENTS

## OPERATIONS - NEW MEMBERS

This is an area that needs to be developed. New SC members attend state-wide training and meet with Chair, Vice Chair and Superintendent but the committee needs to develop a better orientation and mentoring system for new members.

We have not kept up with the onboarding process for many years. I was on-boarded when I first arrived, but very few other members had a formal process when they joined. We do need to address this, and we are intending to.

I would say this process is mostly under developed. I feel like I was thrown into the fire and learned as I went. I also think past management was unhelpful to new members. It would be great to have something more solid in place. We are guaranteed to have a least to new members come 2022.

It is not clear whether new members complete aspects of the on-boarding process, or what that process should include. Perhaps the School Committee should have a subcommittee to identify those components as well as a process that helps new members complete them.

I don't believe that there's actually too much onboarding to do, but some of the basic premises need to be covered with new members, and they haven't been in the past. Our operational procedures can be learned on the job, but time ought to be spent clarifying our communication limitations, including open-meeting laws.

We have no on-boarding process and no handbook other than the Policy documents. Members may give their advice or opinions on operations, how meetings are run, etc. but new members come in blind. We potentially have 4 new members coming on in January. An effort must be made to have some sort of orientation framework before inauguration day.

# OPERATIONS COMMENTS

## OPERATIONS - MEMBER AUTHORITY

There has been good progress in this area and member authority as a whole has been incorporated into our SC norms and operations signed yearly by each member. However, I am concerned about public communication, social media and the challenges that can occur when one member is speaking for the whole. This is an area that the SC has struggled with over the years and needs to continue to evolve through the policy subcommittee.

It is also challenging that the public (parents) and often City Councilors do not understand the limitations of the roles of the SC and this could be addressed by a better SC website.

We need to refine our policies and practices around then receipt of and response to emails from the community. It's pretty much hit or miss; members sometimes respond to emails without cc'ing the rest of the Committee. Individual responses that are not cc'd may leave recipients with the impression that an individual; member is speaking for the Committee as a whole.

I also am not sure that SC members fully appreciate the perception people may have when they do speak as individuals.

We have no mechanism for capturing texts between SC members and the public- those texts are statutorily defined as public documents.

I think we abide by this for the most part. We took some significant votes this year and I like to think that we all had the chance to express our opinions and once the vote was take. We were able to move on to the next issue.

There is generally no issue with this other than some members speaking out of turn, or exhaustively. A review of Robert's Rules may help with this.

# OPERATIONS COMMENTS

## OPERATIONS - DECISION-MAKING

The SC welcomes the data and recommendations of the Superintendent and his Leadership Team when making decisions that impact the district as a whole. This has been critical during this unprecedented pandemic and the challenges to our school district. The Superintendent's development and use of the Health Advisory Team has been very important in the safe operations of our school district.

As highlighted before, the Committee has, at times, failed to support the Superintendent's recommendations.

I think this was particularly true when looking at Back to School last year. Superintendent recommended remote start to the year for high school and we looked at the data and were able to come up with a new plan. We remained with so form of in-person learning the entire year.

We make very few decisions, and because we're most kept out of developing discussions, they all tend to come at us at the very end of a process, so it's not always the case that we're able to leverage data. While I trust the current superintendent, this isn't a great way to operate.

# MEETINGS COMMENTS

## MEETINGS - EFFICIENCY

SC meetings continue to evolve and presentations are more frequent to help members monitor student achievement. District Goals and SC goals need to be developed early in the academic year as a means to monitor progress.

Our meetings are mostly efficient.

I think since the change in Vice Chair are meetings are running better and more efficient.

Recently meetings have become more timely and efficient, although some topics could use some more discussion. Again, Robert's Rules of Order may help with this and encourage members to prepare comments, deliver them and discussion ensues. This may allow for continued efficiency with meetings as well as for full discussion.

This is 100% better than it was. Our meetings are now short and to the point. We even go outside of our purview at times and use our meetings as opportunities for the superintendent to communicate with the community. We have spoken about have more data-based presentations at our meetings.

# MEETINGS COMMENTS

## MEETINGS - AGENDA PLANNING

Agenda planning continues to improve and members are looking for more advanced structured planning for the year. One area that continues to be requested is an integrated topic-based school-public discussion several times a year. We held a forum on violence and active shooter trainer that was very well received and these type of forums should be integrated into the yearly school committee agenda.

There has been a steady improvement in articulating and holding to an agenda.

This too has improved under the new Vice Chair. Before we would make recommendations to the agenda and it would go know where. Now our requests are given proper attention and agendas have been more robust.

Agenda planning does not seem to be struggling with any issues; however we are far from establishing a year-long agenda.

We are working on our year-long calendar now. We need to be better about knowing student achievement goals. Members are now able to get items on the agenda if they wish and if they're within our purview. We've even added "new business" to our meetings.



# MEETINGS COMMENTS

## MEETINGS - PREPARATION

This is an area where the administration has been very responsive to SC requests for all information prior to the SC meetings. Presentations were often not included in the meeting materials or sent very late making it difficult to be prepared. It can be challenging to ask questions the right questions when seeing a presentation for the first time at the meeting.

Most members come prepared most of the time. We receive our packets ahead of meetings, in fact the City Council receives their packets later in the week before a meeting than we do. Because of the expansive nature of the district, we have found it difficult to get all of the information at the same time; the option being sending out what the district has, and sending out supplementary mailings- which would likely be confusing- or going with what we've got and sending additional mailings on an urgency basis.

Materials are certainly distributed enough in advance for question to be answered prior to meetings.

I can only speak for myself but I always come prepared and have thought about the questions I am going to ask either for myself or for better understanding to the public.

This has improved over the last 18 months.

This mostly happens, and I believe that 21-22 will have less of an emergency feel to it, allowing better planning and preparation.

# MEETINGS COMMENTS

## MEETINGS - FORMAT

There is additional work that can occur to advance the knowledge and skills of SC members. Two retreats are held each year but more can be done in this area.

We continue to work on different meeting formats.

This is incredibly under developed. I also think this will change under the new Vice Chair. Some of our best meetings have been the ones that are different like our community safety forum which was held after the Parkland shooting in Florida. I think we need to continue to have similar community forums around a range of topics like race, bullying, community service etc. I also think we could bring in working meetings around certain topics maybe the strategic plan. These are another example of utilizing a different format.

More format creativity may allow a more action oriented School Committee.

Due to the pandemic, we have not had workshops this year . As we resume normalcy, professional development workshops will benefit our committee. We should also try to schedule more regular community forums. These should be on our annual calendar, even if we do not have a topic yet.

We are still talking about workshops, an item that's been sidelined in the past.

We have talked about having workshops vs standard meetings for some time and the practice has still not be implemented.

# MEETINGS COMMENTS

## MEETINGS - PUBLIC TRANSPARENCY

Agendas continue to develop and provide more details but minutes continue to need work. Minutes are either too sparse or copied verbatim from the recordings with much too much detail.

We recognize the importance of transparency, and have made progress in ensuring that minutes, agendas and supportive documentation are posted and easily accessible.

I think we are getting better at this but we still can do better. I do has to be available to the public. The COVID task force meetings were not public for example and there was no minutes taken or posted. I think the public deserved to know what was talked about in those meetings. Some of the new positions in the district could help with the flow of information and overall communication from the district.

For the most part information is available to stakeholders, and/or School Committee members have been responsive to questions from the community.

We have improved our meeting packets and the inclusion of subcommittee minutes is a major improvement for keeping the public informed. The committee should consider standardizing our format for writing subcommittee minutes and agendas. Perhaps we could develop a form.

This is 100% better with our finally being allowed to post our entire meeting packets.

I'd like to see minutes posted sooner than they are currently.

# GOAL SETTING COMMENTS

## GOAL SETTING - MISSION AND VISION

The past year and a half has focused on keeping staff and students safe, keeping our district open as we moved into more and more in-person learning. Although the final year of our strategic plan and district goals were there, much efforts were on technology, integration, hybrid learning and safety. The new Strategic Plan is just beginning to be developed and will include broad input from the district and community.

We have struggled to align SC goals with District goals. We are aware of this issue, and are working on out.

I think we are developing right now. I think we have a long term vision about world languages but I think a lot will come from the new 5 year strategic plan. It will be important to tell the why in all do. I think as a whole when talking about long term planning we need to do a better job telling people why we are doing this and where we want to be as a distinct.

Given recent circumstances, largely related to COVID-19, it has been difficult to set a scope for long-range educational goals and strategy. The focus has had to prioritize health and safety, first.

The pandemic has set us back in our long range planning but thankfully, a solid plan was in place that we were able to continue. The new long range plan development is in progress.

We do not set goals together. We are not good about even setting our own goals and following through on them.

In think we'll see this become Embedded and Sustainable once Supt. Gallagher's new Strategic Plan is complete.

# GOAL SETTING COMMENTS

## GOAL SETTING - ANNUAL GOALS

The SC has had varying success with full alignment of district goals and SIP as well as our goals. The process is there but needs to be incorporated into agenda early in the academic year. Maybe an ad hoc committee can be set in Aug-Sept to work on a draft and present to the SC for final approval.

School committee goals do not often align with School Improvement Plans, District Goals and the Superintendent's Goals.

In my four years I don't think we do this well. I think we have good intentions but then it does not all come together. We need to set clear annual goals and attach metrics that will be used to assess.

The School Committee does not have a process whereby it ensures alignment of goals with School Improvement plans.

The SC needs to work on setting annual goals that align with those of the district. I have not seen an annual meeting calendar with a year long agenda. It may exist but it should be shared.

We've talked about it, but don't do this.

# GOAL SETTING COMMENTS

## GOAL SETTING - USE OF DATA

The district has developed a range of student assessments to measure achievement and district process with some presentations to the SC. This past year is not exemplary of the process but this is an area that needs more consistency and sharing data with SC.

The Committee needs to both ensure that it is receiving data that informs decisions, and also make decisions consistent with the data.

I think COVID greatly impacted the use of data over the past two school years. Going forward

I expect data to play a large roll throughout the year in the decisions being made down to the classroom level.

We've talked about it, but don't do this.

# BUDGET COMMENTS

## **BUDGET - GOAL ALIGNMENT**

The budget process continues to evolve and the SC appreciated each school presenting their School Improvement Plans (SIP) in the fall prior to the start of the budget process. THE SIPs include progress on goals as well as the school needs. This is very helpful to the budget process.

The budget aligns with District Goals, as well as goals articulated in the Five-Year Plan. The Committee often struggles to focus on important budgetary issues, and tends to get into the weeds at budget time. Members often challenge the District around funding recommendations made by the Superintendent and District Office. The School Committee recently made a short-sighted decision, against the recommendations of the Business Manager and the Superintendent, to spend down choice funds for two positions that the Superintendent felt he would be able to fund later in the summer with existing funds in the approved budget.

I think for the most part the superintendent does a good job telling us how his budget reflects district goals. I think the strategic plan will be a better road map for future budget requests and goal setting.

The superintendent does this but on his own.

# BUDGET COMMENTS

## **BUDGET - ADVOCACY**

Superintendent Gallagher has developed budgets with clear priorities incorporating district goals, priorities and projected needs in the upcoming 3 years.

We have modified our budget presentation process every year to find more clarity, transparency and consistency, and will continue to strive to achieve those. The Committee actively advocates for additional resources that they think the district needs, even if the Superintendent has articulated his rationale for not asking for those resources in a given year.

I still don't love our process. We don't get a lot of participation from the community. I would like to see a few more public hearings on the schools budget.

The School Committee has shown enthusiasm regarding providing the best education possible for children and students of our community. This enthusiasm would be strengthened by increased transparency through visible and documented action by the School Committee.

We don't do this.

The SC should be aware of what School Councils are doing. They work for months with administrators on ideas, programs, etc. and we have no idea what's going on. Then we see the budget. At that point our opinion is moot because of all the work that has already gone into it. The FY21 budget was the first time I remember having anything other more than an up or down vote. The practice of first having to work in a dictated % increase hampers the process. The superintendent should be able to present the best, most aspirational budget first, see what the total amount would be, then work with the administration, then come back. The Mayor, while in charge of the committee via our charter, should abstain from the budget vote.



# BUDGET COMMENTS

## **BUDGET - MONITORING**

With the advent of a new Business Manager to the district this year, it is an opportunity to really look at the way we review and approve transfers. Currently the FinCom reviews and reports out to SC- I think we the full SC needs more detail on budget items and transfers.

Our Finance Committee is active and reports out at public meetings. The flow of information from the business office is timely.

Over the last 8 years, this has become much improved and is an embedded and sustainable process, which should continue to be improved upon.

I'd like to see Transfers before they happen. Voting on something that has already occurred doesn't make sense.

# BUDGET COMMENTS

## **BUDGET - WARRANTS**

Approving warrants occurs at all SC meetings but more information on the specifics of the warrants should be provided to the full committee not just those attending FinCom meetings.

The warrants are available for all members to see at the office; they are reviewed and signed by a designated member.

I think budget and finance needs to do a better job explaining warrants and talking a little more about how they work. I think the public would benefit from this as well. This could also happen in our meetings. A little summary of what bills are getting paid with this money. What transfers needed to happen and why?

Some work should be done to provide a clear procedure for getting answers to questions that members may have about items in a warrant as well as being able to take a look, or drill down on specific balance sheets.

While we are allowed to go read the warrants, it's not likely to happen. Then we sign off on them. Sure, there is an audit so everything is on the level, and I'm not suggesting otherwise. But we're signing something as being accurate and really have no idea. There's got to be a better way to present them than printouts from Munis for review by the Committee.

# BUDGET COMMENTS

## BUDGET - EQUITY

This is a strength of the school district!

The School Committee actively advocates for equitable distribution of resources to ensure all students are getting the support they need.

The school committee relies on the superintendent to make sure all students and all buildings have the resources they need to succeed.

If resources are not equally deployed, it is not long before this becomes known to the School Committee and school administration via the community.

It is unclear to me what the SC is doing to ensure equity across the district. We are fortunate to have a superintendent who does this but the committee should put goals in place to ensure we are aspiring to achieve true fairness and equity for students and teachers in every race, gender, religion, sexual orientation, disability and socio economic bracket.

These aren't all budget related but things to consider are:

calendar - do we have a master calendar that recognizes all major religious holidays (look to NYCPS <https://www.schools.nyc.gov/about-us/news/2020-2021-school-year-calendar>)?

bathroom signage - is it inclusive to LGBTQ+? Do these students feel safe?

policy manual - are we using current pronouns? Do our policies reflect current practice?

computers - does every student and teacher have access to a computer and wifi? Some students may not want cameras on while learning online bc they do not want others to see their home or some may struggle with anxiety or their brain is overloaded with visual input.

Also, when considering equity for the district, we should be mindful of our teaching staff. Do they all have access to high speed internet? Are we giving them the best tools to do their job? Are we tracking our leadership roles to ensure gender, religious and racial equity? As we talk about surveys, are we including the staff? A healthy school system starts with a supported staff.

In that we'd likely feel that this falls under operations and management, we don't have these types of conversations.

# POLICY COMMENTS

## **POLICY - REVIEW**

Policy work has advanced and the new Chair of the subcommittee is prioritizing the work with policies needing revisions or new policies that need to be developed.

The School Committee has an active Policy Committee, and reviews policies both on an ongoing basis and as needed.

I think Policy chair has done a great job with Policy this year. We need to continue to look at all policies and adapt them when needed to present day like we did this year with fundraising.

Perhaps related to the pandemic, policy review may have been trumped by the importance of policies related to health and safety. Perhaps and overall district policy review should be integrated with the strategic planning process, or perhaps occur before that planning process begins so that essential policies are included, strategically.

I think we could do a better job of gathering public input in our policy making. Perhaps an annual survey of how policies are affecting students could shed light on policies that need updating.

We don't regularly review the policy book, but the current policy chair is doing an excellent job transparently addressing needs and updating policies. The line between policy and management is still blurry.

I think we update/adjust policies well, but we don't always follow them. At our organizational meeting we're supposed to vote on VC and which member signs off on payroll. We have never done a payroll vote since I've been on. It's really irrelevant who does that, but if have that policy it should be followed. There are some other instances that I'm sure will come up in discussion.

# POLICY COMMENTS

## **POLICY - HANDBOOKS AND PROCEDURES**

SC needs to review the school handbook before it is in final draft form, this has not been occurring on a regular basis.

The School Committee actively reviews and approves the High School handbook

I'm not sure we do this a lot. I think we vote on handbooks but it would be nice to get updates on how they change from year to year.

These reviews are not as common place as they once were.

I'm assuming "handbooks" is referring to each schools' handbook, containing their site specific rules. Policy Committee should meet with site administrators annually to remain informed on any policies that need updating. We should look at site handbooks to ensure alignment with the policy manual. The Policy Committee is working on this.

I'm not really sure where the connection is between handbooks and our massive Policy documents.

# POLICY COMMENTS

## **POLICY - BEST PRACTICE**

With a new leadership team and Assistant Superintendent, it is anticipated that many of the best practices utilized in the district will be enhanced and new research-based practices focused on student achievement will be implemented.

This is a growing strength in the district; the Committee receives presentations from staff on best practices and how resources are being used.

Superintendent Gallagher does a great job bringing best practices to the district.

The focus of policies on what's needed to further the achievement of all students should be more clearly defined.

Some policies pertaining to discipline are in need of updating to ensure that we are meeting the needs of all students. Our policy should dictate an educational approach to discipline (and match the practice in place) and not a punitive one.

# PERSONNEL COMMENTS

## PERSONNEL - SUPERINTENDENT EVALUATION

The tool for evaluating the Superintendent is very complex and utilizes scoring in areas that are not necessarily in the purview of the SC. However, the SC recognizes the importance of the evaluation and utilizes the Superintendent's weekly communications to assist in this process. Goal setting has been disjointed during the pandemic and needs to get back on schedule this fall and continue to be developed with the updated 5 year strategic plan and school district goals.

Although knocked a bit off-kilter by the pandemic, the School Committee takes seriously its responsibility to evaluate the Superintendent and publicly share that evaluation.

I don't think there is anything clear about our evaluation process which is driven by the state rubric. I think we still have some work to do here as far as linking the goals for the year to the superintendents performance.

With the superintendent's help, this continues to improve. There are still things in the eval docs, though, that are outside of our purview, so it's difficult to follow through.

I'd say we're good about evaluating the Superintendent in general, but even in its new form, the MASC-supplied format is not great.

# PERSONNEL COMMENTS

## PERSONNEL - HIRING

The SC has a understanding of our role in hiring and participated in the final confirmatory votes for the assistant superintendent and business manager this year. The committee gives full authority and autonomy to the Superintendent in hiring and evaluating administrators and principals.

The School Committee is improving in this are, although as recently as this year, some members challenged the recommendation of the Superintendent to go with an interim principal (who had been an Assistant principal) at the middle school. The basis for the Superintendents recommendation was the likelihood that finding strong candidates during the summer was not very good. Eventually the Superintendent's recommendation was supported; although I felt the pushback was an intrusion on the purview and responsibilities of the Superintendent by the Committee.

Lots of hired this year and the Supt kept us in the loop.

I'm not sure about this at all, since I believe we only have authority over the superintendent himself.

I don't recall being part of any of the Assistant Superintendent, Business Manager, or Special Ed director hiring process.



# PERSONNEL COMMENTS

## PERSONNEL - COLLECTIVE BARGAINING

Collective Bargaining has evolved over the past several contracts to include interest-based bargaining and has focused on staff and student achievement. The SC participates in this process and is very cognizant of the fiscal implications.

While the collective bargaining of agreements with the NTA has long been part of the the district cycle of events- we haven't always been able to keep two School Committee members at the bargaining table for the full duration of negotiations. This year we were also unexpectedly forced into impact bargaining, with concurring additional expense, by a decision made by the School Committee to reject the district reopening plan and substitute one that had not been shared with the entire School Committee prior to the meeting. After generating a great deal of ill will in the district because of SC actions, the bargaining resulted in the adoption of the original proposal that had been recommended by the district.

We have had no significant job actions in the last two decades.

The district proactively negotiated with a new para-professional union; those negotiations are handled by the district office

Another contract coming up for the teachers. Hopefully we have new members involved that would bring a fresh perspective.

In general, through this process the School Committee has been able to build a good relationship with those with whom it bargains.

This went very well this round.

# PERSONNEL COMMENTS

## **PERSONNEL - EMPLOYEE RELATIONS**

The pandemic and the multitude of health and safety factors it has added to the academic year had an initial confrontational approach but the SC has worked through these issues and ongoing communications with the teachers union has improved relations.

The School Committee has left communications between the district and the union to the Superintendent. That is monitored by the Committee as the Superintendent reports out to us. The School Committee also tries to have two members as part of the negotiating team at the table.

The School Committee has very much valued and respects, collaboration with bargaining units in this process.

We aren't involved in this, but it seems to be going well.

Most of the SC has nothing to do with collective bargaining.

# LAW & ETHICS COMMENTS

## **LAW AND ETHICS - OPEN MEETING LAW**

The SC held a training on the OML following a complaint of a violation of an OML violation by the Teacher's Union which ultimately was unsubstantiated. The training has helped to clarify rules especially around the use of texting during meetings.

This year, because three members were texting at the same time during a meeting, the Teachers Union filed a complaint asking for an investigation in to a possible Open Meeting Law Violation. While the committee saw no evidence to verify that they had not been in violation of the law, the School Committee agreed that the appearance of the behavior was not a good look, agreed to create policies to limit texting, and also go for additional training to understand our roles as a Committee.

Members of the School Committee should always be guided by Open Meeting Law and Robert's Rules with respect to meetings and their order.

We continue to improve on this.

## **LAW AND ETHICS - CONFIDENTIALITY**

Confidentially of information in executive sessions as well as regarding students is a very high priority for our SC.

I don't believe that the confidentiality of Executive Session has been held as sacrosanct by committee members- topics in Executive Session have turned up in common actions from the community and the City Council.

## **LAW AND ETHICS - CONFLICT OF INTEREST**

All elected officials and employees complete the required ethics/conflict of interest training every other year and when newly elected. This has not been an issue but must continue to be a routine practice when potential conflicts may surface.

Committee members seek appropriate counsel regarding potential conflicts of interest.

# COMMUNITY ENGAGEMENT COMMENTS

## COMMUNITY ENGAGEMENT - COMMUNITY OUTREACH

The SC really needs to develop a strong and accessible communication plan for the public that is provided on multiple platforms.

We are in the process of putting together a communications plan, having hired a Director of Educational Technology and Communications. Communication with the community has been haphazard, not centralized, and hindered by a mixed understanding of and immersion in social media. Some efforts at communicating with the public have been undertaken by individual members, but these are not fully coordinated at the district. Lots of room for improvement here.

I think this will continue to improve. The district has a long way to go.

In concert with efforts by the school administration to designate staff at each school site, efforts by the schools as supported by the School Committee should improve the provision of information. Planning in this area is very much looked forward to.

We would benefit from a communication plan. The Facebook page is a good start but our public should be informed via the website. We would do better if we included the subcommittees and their work on the website. Each subcommittee should have a page with links to their agendas, minutes and an email distribution address for subcommittee members so that the public can contact us.

## COMMUNITY ENGAGEMENT - BUILDING SUPPORT

Again, as with the previous question, we could do a better job of directly engaging local businesses, non-profits and service agencies. Our NEF does a good job of this and relationships have been developed at NHS with businesses for internships.

Committee members have often served as advocate for smaller groups of constituents- and lose sight of the fact that we are advocates for the district and for the students.

We have made some efforts at community engagement, but struggle between finding the balance between the needs of the few and the needs of the many.

Over the past several years, School Committee members have publicly at meetings engaged in interchanges with district staff, administrators, the PTO, and potential funding sources that were not constructive or even kind.

That is not the way to engage the community. The School Committee has often served as a funnel for individual community grievances, and loses sight of our role as advocates for all students.

This is always a goal for improvement. There is so many resources within the community.

Again, this will get back up to speed as the pandemic issue continues to decrease.

# COMMUNITY FEEDBACK COMMENTS

## COMMUNITY ENGAGEMENT - COMMUNITY FEEDBACK

The school district, individual schools and the superintendent do a better job of soliciting feedback from the community than the SC. We receive emails and public comments during meetings but we could establish a more formal means of soliciting periodic feedback from the community especially around an important issue or topic.

The recent pandemic has brought a lot of emotion and concern from the community, understandably. The Committee struggled with ensuring that public comments were not providing misinformation, and not offering conspiracies around the positions of the teacher's union that had no basis in fact. Also, preventing the public commenter from sharing information that would violate student and parent privacy.

The Committee has a clearer policy around public comments, with a statement that can be read before each public comment to provide guideposts.

The district has periodically used surveys and focus groups to solicit input from the community. The District and the School Committee need to find better and more consistent ways of engaging the community.

Also developing. I would like to see the district utilize surveys more to collect data

Now that we are continuing to be less effected by COVID-19, there will be more opportunity to have community discussions and forums which will increase community engagement.

We would benefit from regular polls of our community to determine:

- are we meeting our goals
- ideas/suggestions
- whats going well
- what needs improvement

The committee should seek out an expert to help formulate these surveys so we are able to measure our goals.

We rarely solicit community feedback, and our success with considering their thinking isn't tracked, so I can't speak to the outcomes.

The district does a good amount of surveys. I think that having more workshops where there is dialog rather than just public comment would help.

# GENERAL COMMENTS

The past year has been a frustrating and at times deeply rewarding one for the Committee and the District. There have been times through this pandemic when the district has not felt supported by the Committee, based on things members have said in meetings and decisions that have been made.

The extraordinary work done by the Superintendent and the staff of the district during this entire pandemic was sometimes glossed over by members trying to impose their solutions (or the solutions offered elected officials who are not members of there SC) to the challenges the district faced, and addressed with remarkable success during the pandemic. The rejection of the re-opening plan carefully worked out between the medical advisory council, the teachers union and the administration- and the substitution of a plan that had not been vetted by the district and the medical advisory team significantly damaged the credibility of the Committee, and needlessly cost the district money for the Impact bargaining that decision forced us into. And the Committee made that decision even after being told that it would meet the criteria for triggering Impact bargaining.

I also worry that this Committee has not been diligent in protecting the district and our own prerogatives and obligations from City Council overreach. I was recently at an Education meeting when a City Councilor told Nancy Lysik that he was convinced that she had been deliberately underspending the budget, stashing money away, and not spending allocated funds on the education of students. I was shocked to find that I was the only one in the room to push back, to point out that all of those assumptions were based on a clear misunderstanding of school financing, a mis-reading of the budget reports from the district, and in addition were also rude and abusive.

At that same meeting that same Councilor told us he was prepared to make a recommendation that we no longer take Choice students because they were providing the district with a reserve funds.

That is over-reach by the Council, who have no direct say in School Finances beyond their ability to cut the budget and approve the budget. Those comments not only disrespected staff of the district, and the School Committee, but they also are far beyond the City Council's role when it comes to the schools.

It is worth remembering that this City Council also threatened to veto our entire school budget unless we brought students back sooner than the medical advisory team and the district and state were suggesting we should. The resulting dismay those threats brought to students, parents and district staff, in the middle of a pandemic, was needless and ridiculous, and the Committee should have pushed back very forcefully. I'm all in favor of collaborating with the City Council, but I will not have them presume to tell me how to serve to the best of my ability as an elected member of the School Committee.

They are a legislative body, and we are a governing body. The Schools are the domain of the School Committee.

# GENERAL COMMENTS

Done!

Identifying the priorities of a school district should be a driver for school administration, School Committee and the school district budget. How this is done, and with the strategic plan as a backdrop should be a process. As should it be a goal for each School Committee member to be able to identify each of the priorities of the school district. I believe that the School Committee should be invited more to collaborate and support specific priorities. This will allow for clear, succinct and actionable communication to the community and stakeholders.

Similarly, I believe that our meetings should reflect this as well: clear, succinct and showing action.

This was an exceptional year, making it hard to answer some of these questions. My hope for the SC is that we continue to self reflect, offer constructive criticism aimed at growth and remain focused on our common mission.

I believe that we are on a great path, but still have work to do. The climate in meetings has greatly improved in the past 6 months, including our transparency about areas where we still need to improve:

- Yearly calendar
- Workshops
- Use of goals and data
- Inclusion of the school committee in any discussions that will ultimately end up in a vote from the committee.
- Generating consistent and actionable communication from families and students on how our schools are doing.

I think that the Superintendent and the staff did an amazing job this past year, and I hope to be on the SC next year to help the district continue to move forward.

## **1. Operations - Protocols**

### **Embedded and Sustainable:**

The committee respects management responsibilities and administrative prerogatives of the superintendent. The committee expects to be well-informed of issues in the district and to be provided with information to make well-informed decisions. However, the committee refrains from giving management directives to the superintendent.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

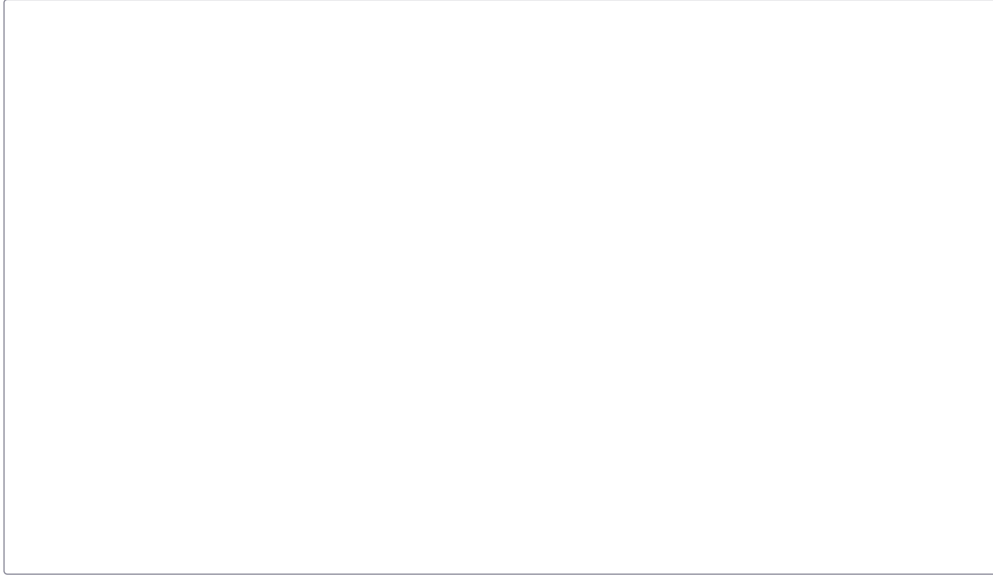
### **Under-developed:**

The school committee, or individual members, expects to be informed and/or weigh in on personnel issues that are within the purview of the superintendent or student issues that breach confidentiality. The committee often attempts to dictate items relative to the day-to-day management of the schools.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed



## Operations - Protocols Comments

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## **2. Operations - Roles & Responsibilities**

### **Embedded and Sustainable:**

The committee respects management responsibilities and administrative prerogatives of the superintendent. The committee expects to be well-informed of issues in the district and to be provided with information to make well-informed decisions. However, the committee refrains from giving management directives to the superintendent.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

The school committee, or individual members, expects to be informed and/or weigh in on personnel issues that are within the purview of the superintendent or student issues that breach confidentiality. The committee often attempts to dictate items relative to the day-to-day management of the schools.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Operations - Roles & Responsibilities Comments**

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### **3. Operations - New Members**

#### **Embedded and Sustainable:**

There is an on-boarding process for new members. A school committee handbook lays out important information about the district as well as information about how the committee operates. New members are guided through an orientation process to get to know their role and responsibilities, and who to contact with questions and information about the ongoing work of the district and the committee.

#### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

#### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

#### **Under-developed:**

When new members join the committee, they start attending meetings and are left on their own to figure out protocols, policies and the roles and responsibilities of the committee and of individual committee members.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Operations - New Members Comments**

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#### **4. Operations - Member Authority**

**Embedded and Sustainable:**

Members understand that authority rests only with the committee as a whole. While individual concerns or ideas may be conveyed to the superintendent, no action is expected. When issues are discussed and action is taken at a committee meeting, members may express different opinions, but abide by the majority vote of the committee once taken.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Individual members feel empowered to act individually. Members ignore the Chain of Command and approach staff members for information about the district. Individual members bring staff, parent or community concerns to the superintendent and expect to have them addressed to their satisfaction.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Operations - Member Authority Comments**

**5. Operations - Decision-making**

**Embedded and Sustainable:**

In addressing issues and making decisions, the committee relies on data and the recommendations of the superintendent. Deliberations and decisions take into consideration the impact decisions will have on the district as a whole, including student achievement, fiscal matters and equity.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Issues discussed and decisions made by the committee are based on the personal agendas of members, without regard to how decisions affect students, stakeholders and the school district as a whole.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Operations - Decision-making Comments**



## **6. Meetings - Efficiency**

### **Embedded and Sustainable:**

Meetings are efficient. Agenda topics and discussions focus on matters within the purview of the committee and focus on student achievement topics. Presentations allow the committee to monitor the progress toward district goals and build an understanding of issues within the district.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

Meetings are lengthy, disorganized and focus on administrative and management issues. Goals, data and student achievement topics are rarely on the agenda.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Meetings - Efficiency Comments**

**7. Meetings - Agenda Planning**

**Embedded and Sustainable:**

There is a smooth process for agenda planning. A year-long agenda is developed. Presentations are focused on student achievement and help members understand progress toward goals. If a member wishes to have an item on the agenda, the process for doing so is clear.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Agendas are put together based on personal projects of the members and not aligned to district goals. Student achievement is rarely discussed.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Meetings - Agenda Planning Comments**

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**8. Meetings - Preparation**

**Embedded and Sustainable:**

Members come to meetings prepared. Meeting materials are distributed enough in advance for members to get clarification on questions they may have. A protocol exists for getting questions answered. The preparation allows for discussions and deliberation that is focused and productive.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Members may come to meetings unprepared. There is not a protocol for getting questions answered before meetings. Often, materials to be discussed at the meeting are not available until the start of the meeting.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Meetings - Preparation Comments**

**9. Meetings - Format**

**Embedded and Sustainable:**

Occasionally, as appropriate, different formats are used for meetings, such as workshops, which allow the committee to address topics in depth or engage in its own professional development.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Meetings follow a stated format, but without regard to the goals and needs of the district. The committee does not engage in its own professional development.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Meetings - Format**

**10. Meetings - Public Transparency**

**Embedded and Sustainable:**

Meeting agendas, minutes and documents provide sufficient and meaningful details so that members of the public can understand the issues addressed and the decisions made by the committee.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Meeting agendas are not detailed enough to inform the public of the items being discussed. Minutes may not be approved in a timely way, or may not adequately reflect the discussions and decisions made at meetings.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Meetings - Public Transparency Comments**

## 11. Goal Setting and Monitoring - Mission and Vision

### **Embedded and Sustainable:**

The committee has worked with the superintendent and the community to establish long-range educational goals and strategy for the district. The mission, vision and goals articulate high expectations for all students and the goals are focused on promoting continuous improvement in student achievement for all students. Committee members are knowledgeable about the content and status of the strategy. The mission, vision and goals are central to the work of the district.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

There is a mission statement in place, but there is no vision articulated for the district and no plan or strategy for continuous improvement in student achievement. Decisions are not connected to the mission and vision of the district.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Goal Setting and Monitoring - Mission and Vision Comments**

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**12. Goal Setting and Monitoring - Annual Goals**

**Embedded and Sustainable:**

Annual goals for the district are established. The school committee ensures alignment of goals in School Improvement Plans, superintendent goals and school committee goals. The committee has established an annual meeting calendar (year-long agenda) and presentations on goal progress are a frequent agenda item.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Annual goals may or may not be in place. The school committee does not hear about or evaluate progress on the goals, except perhaps an annual recap.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Goal Setting and Monitoring - Annual Goals Comments**

### **13. Goal Setting and Monitoring - Use of Data**

#### **Embedded and Sustainable:**

Student achievement and district progress is monitored regularly through the use of data that adequately measures progress toward goals that have been set. Data is disaggregated so that subgroup progress is tracked to ensure equity in outcomes. The use of data to drive improvement is apparent to the committee. Data is used to inform future goals and the use of district resources.

#### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

#### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

#### **Under-developed:**

MCAS scores are presented each year, but little analysis is presented to the committee and it is unclear how the data will be used. Little, if any, other student achievement data is presented to the committee.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Goal Setting and Monitoring - Use of Data Comments**



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44%

#### **14. Budget - Goal Alignment**

**Embedded and Sustainable:**

The budget is aligned to district goals and consideration is given to how best align resources to accomplish goals. The school committee considers both district goals and fiscal responsibilities when considering budget recommendations.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

The budget is developed to reflect the programs and services that have previously existed, along with any new staffing deemed necessary. Little consideration is given to alignment of fiscal resources to goals or emerging needs.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Budget - Goal Alignment Comments**

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**15. Budget - Advocacy**

**Embedded and Sustainable:**

There is a transparent process for presenting and advocating for the budget so stakeholders have a clear understanding of what it contains, how it supports district goals and any fiscal challenges that exist. Budget documents articulate the rationale for budget decisions. The committee actively advocates for the resources necessary to support district needs.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

A budget book is presented, but little or no accompanying narrative exists to explain the rationale for the numbers. The school committee does not actively advocate for the budget.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Budget - Advocacy Comments**

## **16. Budget - Monitoring**

### **Embedded and Sustainable:**

There is regular monitoring and oversight of the budget over the course of the fiscal year. The committee receives periodic reports that facilitate full understanding of budget status. If line item transfers are necessary, the committee is fully informed of the rationale behind the transfer.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

Once the budget is approved, the school committee does not regularly receive budget reports. The superintendent may occasionally ask for approval of transfers, but these may come as a surprise to the committee.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Budget - Monitoring Comments**

**17. Budget -Warrants**

**Embedded and Sustainable:**

There is an established process for approving warrants, which includes a vote to approve at meetings. School committee members understand their role in the warrant approval process. There is a clear procedure for getting answers to questions that members may have about items in the warrant.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Warrants are passed around and signed at the beginning of every meeting. This is the extent of attention that is paid to the warrants.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed



**Budget - Monitoring Comments**

**18. Budget - Equity**

**Embedded and Sustainable:**

The committee ensures that resources are deployed equitably across the district so that all students have access to the resources necessary for their success.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Little consideration is given in budget decisions to the impact the decisions will have on various student populations and subgroups.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Budget - Equity Comments**

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55%

### 19. Policy - Review

**Embedded and Sustainable:**

District policies are reviewed in a regular cycle. Outside of this cycle, policies are reviewed, added and amended in response to changes in law or regulation, or after consideration of a superintendent recommendation. The process for promulgating policies is clear to the public and allows for public input.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Policies are rarely reviewed or updated. Occasionally, a new policy will be adopted in reaction to an issue or incident in the district.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Policy - Review Comments**

**20. Policy - Handbooks and Procedures**

**Embedded and Sustainable:**

The committee regularly reviews handbooks to ensure alignment to policies and reviews other procedures as appropriate, but in general gives the superintendent the authority to promulgate procedures to implement policy.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

The committee does not review handbooks or administrative procedures unless complaints or issues arise.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

## Policy - Handbooks and Procedures Comments

### 21. Policy - Best Practice

#### **Embedded and Sustainable:**

Policies reflect research on best practices, a belief that all students can learn and continuous improvement. The focus of policies is on what's needed to further the achievement of all students.

#### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

#### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

#### **Under-developed:**

Policies are overly prescriptive and based on the opinions and philosophies of the school committee without regard to data and research.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Policy - Best Practice Comments**

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## **22. Personnel - Superintendent Evaluation**

### **Embedded and Sustainable:**

The school committee has a well-defined process and timeline for evaluating the superintendent. The process includes setting clear goals and expectations and discussing the evidence that will be provided over the course of the evaluation cycle. Goals are regularly discussed. The composite evaluation is objective and provides the superintendent with feedback that informs the superintendent's practice.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

The school committee evaluates the superintendent every year, but pays little attention to the process and members do not have a good understanding of process and procedure. Individual evaluations tend to be subjective and do not provide feedback to the superintendent that is cohesive.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Personnel - Superintendent Evaluation Comments**

[Empty rectangular box for Superintendent Evaluation Comments]



**23. Personnel - Hiring**

**Embedded and Sustainable:**

The committee understands its hiring authority for the positions of superintendent, assistant superintendent, business manager and special education director. In addition, the committee respects the superintendent’s responsibility and authority to hire and evaluate administrators and principals, and the principals’ responsibility to hire and evaluate staff.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

The committee, or individual members, expect to have authority in the hiring and firing of principals, teachers and other staff.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Personnel - Hiring Comments**

## **24. Personnel - Collective Bargaining**

### **Embedded and Sustainable:**

The committee engages in a collective bargaining process with the goal of using the contract as a tool to further student achievement in the district. The school committee understands and considers the fiscal impact and the impact on students and employees that the collective bargaining agreement represents.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

The committee allows the superintendent, or another party, to negotiate with union representatives and generally ratifies what the superintendent recommends without having discussions about the impact of agreements on budget, working conditions or students and student achievement. Negotiations might take place outside of the formal process.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Personnel - Collective Bargaining Comments**

**25. Personnel - Employee Relations**

**Embedded and Sustainable:**

An ongoing effort is made to have open, fair communications with the collective bargaining units and the superintendent is included in, and supported in, this effort. Regular communication allows issues to be resolved collaboratively rather than confrontationally.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

The culture in the district is "us vs. them" between the union and the committee. The number of grievances is high, and the poor relationship is evident to parents and the community.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Personnel - Employee Relations Comments**

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77%

## **26. Law and Ethics - Open Meeting Law**

### **Embedded and Sustainable:**

Embedded and Sustainable: Meeting are held in compliance with the Open Meeting Law. Members are careful to deliberate on matters within the purview of the committee only at properly posted meetings.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

Members are unaware of, or ignore, Open Meeting Law requirements. Deliberation may take place between meetings between some or all of the members, either in spoken or electronic form. During the meeting, side conversations are common.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Law and Ethics - Open Meeting Law Comments**

**27. Law and Ethics - Confidentiality**

**Embedded and Sustainable:**

Committee members are diligent about maintaining the confidentiality of Executive Session and the confidentiality of students and staff.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Committee members are not careful about sharing confidential information about staff and/or students and do not maintain the confidentiality of Executive Session.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

## Law and Ethics - Confidentiality Comments

### 28. Law and Ethics - Conflict of Interest

**Embedded and Sustainable:**

Committee members avoid conflicts of interest. As appropriate, they seek advice and/or file disclosures to ensure they are following the laws.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

Committee members pay little attention to Conflict of Interest laws and participate in matters and decisions inappropriately.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Law and Ethics - Conflict of Interest Comments**

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88%

## **29. Community Engagement - Community Outreach**

### **Embedded and Sustainable:**

The committee makes an ongoing effort to provide information to the community about the achievements and challenges of the school district. A communication plan exists to reach stakeholders through multiple media.

### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

### **Under-developed:**

The committee reaches out to the community only periodically, and generally only when community support is needed for funding.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

## Community Engagement - Community Outreach Comments

### 30. Community Engagement - Community Feedback

#### **Embedded and Sustainable:**

The committee actively seeks community feedback to ensure that the vision and values of the community are reflected in its decision-making.

#### **Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

#### **Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

#### **Under-developed:**

The committee makes important decisions on policy and goals without seeking or considering input from affected stakeholders.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

## Community Engagement - Community Feedback Comments

### 31. Community Engagement - Building Support

**Embedded and Sustainable:**

The committee actively seeks support and involvement from local stakeholders, including local businesses, non-profit and service organizations.

**Well-developed:**

Most elements of Embedded and Sustainable practice are present and the committee is actively working to improve.

**Developing:**

Very few elements of Embedded and Sustainable practice are present, but most members are aware of the need to change practice.

**Under-developed:**

The committee does no outreach to build support for the schools with local stakeholders.

- Embedded and Sustainable
- Well-developed
- Developing
- Under-developed

**Community Engagement - Building Support Comments**

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**APPROVED FUNDRAISING ACTIVITES 2021 - 2022**

Group	Contact	Type of Fundraiser	Company	Date of Activity	% Split		Anticipated Revenue	Actual Revenue	Funds used for
					NPS	Vendor			
Girls Soccer	Kevin Sheridan	Car wash	n/a	8/14/2021	100		\$250-\$500	315.00	End of season banquets; VidSwap annual subscription
Nwbpt Football	Ben Smolski	gold cards	Adrenaline	8/27 - 9/10	60	40	\$5K-\$6K		helmets, shoulder pads, equipment for football
Nwbpt PTO	Andrea Eigerman	direct ask for funds	n/a	Sept or Nov 2021	100		\$15K - \$30K		field trip buses & cultural enrichment assemblies
Field Hockey	Jessica DeLacey	Plant Sale	Murray Farms	9/1 - 9/24	40	60	\$3K-\$5K		apparel and equipment
Girls Volleyball	Lori Solazzo	Popcorn	Adrenaline	9/1 - 9/10	40	60	\$5K-\$8K		new net systems indoor & outdoor; uniforms
NHS Girls Soccer	Kevin Sheridan	online donations	SnapRaise	9/8 - 10/6	80	20	5,000		JV2 uniforms, varsity game balls, annual fees for video recording & breakdown platform
Nwbpt PTO	Katie Suchecki	Spiritwear Sale	Amesbury Sport	10/5 - 10/18	90	10	2,500		cultural enrichment, field trip buses, scholarships & teacher appreciation
Nwbpt PTO	Andrea Eigerman	family photos	tba	mid October 2021			\$5K - \$10K		field trip buses & cultural enrichment assemblies
Boys Soccer	Sean Bleau	Golf Tourney	Ould Newbury Golf	10/17/2021	100	0	8,000		new sweat suites (10yr), duffle bags (11yr); 6 small sided soccer goals, training equip (ladder, dummies, cones, pinnies); banquet costs
							<b>GRAND TOTAL:</b>	<b>315.00</b>	

# **AGENDA ITEM CALENDAR SAMPLES**

LUKENS CALENDAR

MONTHLY AGENDA CALENDAR

<b>School Committee FY13 Tentative Agenda Items</b> <b>October 15, 2012</b>
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**October**

**Business**

- Superintendent Report
- Student Council Representative Report
- Approve School Committee Goals
- Approve Superintendent's Goals
- Update on Kindergarten Recommendations
- MSBA Update

**Working**

- Presentation of MCAS analysis and action plans
- Budget Process
- MSBA Update
- MASC Resolution Vote

**November**

**Business**

- Superintendent Report
- Student Council Representative Report
- Quarterly Report-Finance Subcommittee
- MSBA Update

**Working**

- Showcase music teachers at Public Conversation
- New Teacher-Administrator –Supt. Evaluation System
- FY14 Budget Development Timeline
- SC discusses priorities and provides guidance
- MSBA Update
- Nurses Health Report Update

**December**

**Business**

- Recommendation and Discussion of FY14 Calendar
- Special Education Ad Hoc Committee
- Superintendent Report
- Student Council Representative Report
- High School Schedule Update; 990 Program
- MSBA Update

**Working**

- MSBA Update

**January**

**Business**

- Annual Organizational Meeting

**January continued**

- Lauren Sundstrom-Open Conversation
- Superintendent Report
- Student Council Representative Report
- Kindergarten & Pre-School Programs
- Early Interventions Programs
- Approve Kindergarten and Pre-School Tuition
- Special Education Ad Hoc Committee
- Approve FY14 Calendar
- MSBA Update-Floor Plans
- Peer Mediation Program

**Working**

- Data Teams
- Update Strategic Plan strategies and actions
- Approve FY14 Capital Plan
- MSBA Update
- Superintendent Evaluation

**February**

**Business**

- Superintendent Report
- Wireless Tech in schools update
- Student Council Representative Report
- FY14 Budget Timeline & Update
- Quarterly Report-Finance subcommittee
- School Choice District Participation
- Middle School Overnight Field Trips
- MSBA Update

**Working**

- MSBA Update
- School Improvement Plans
- Place Based Education
- New Teacher Evaluation update

**March**

**Business**

- Superintendent Report
- Student Council Representative Report
- School Improvement Plans
- FY14 Budget Discussion/Presentation
- Athletic and Transportation Fees Discussion/Presentation

**March continued**

- FY14 Capital Plan Discussion/Presentation
- MSBA Update

**Working**

- MSBA Update
- Data Teams

**April**

**Business**

- Recognize Coaches at Public Conversation
- Public Hearing on FY14 Budget
- Adopt FY14 Budget
- Approve Athletic and Transportation Fees
- Superintendent Report
- Student Council Representative report
- FY14 Budget Discussion/Presentation
- MSBA Update

**Working**

- MSBA Update
- Strategic Planning FY14

**May**

**Business**

- Superintendent Report
- Student Council Representative Report
- MSBA Update

**Working**

- MSBA Update

**June**

**Business**

- Superintendent Report
- Student Council Representative Report
- Superintendent Evaluation
- MSBA Update
- School Committee Self-Evaluation

## SCHOOL COMMITTEE MONTHLY AGENDA CALENDAR 2006 - 2007

	<b>WORKSHOP</b>	<b>REGULAR MTNG</b>	<b>OTHER</b>
<b>JULY</b>	No regular meetings scheduled		
<b>AUGUST</b>		FY06 DIP End of Year Progress Report FY07 School Committee Calendar Review FY07 Transportation Fee update FY06 Updated Revenue Report FY06 4 <sup>th</sup> Quarter Financial Report School Committee self-evaluation FY07 School Committee goals review Budget format review process update	<b>Schedule following topics for workshops:</b>
<b>SEPTEMBER</b>	Set date for brainstorming meeting about funding priorities and options to pursue *Discuss plan for SC workshop to follow-up Draft Budget format review (post committee meeting) Budget information session prior to January for stakeholders	School Handbooks Summer Curriculum update Capital Plan status report Staffing report School & District Report Cards @ D.O.E. Website Report on fees used for improvement of fields Transportation Fee Report Report on grants received by school system to date Recommendation from architects re: LTEBN. (School Safety Report 1x every 3 yrs)	MASC Conference, October– registration  *Workshop to set funding priorities and options
<b>OCTOBER</b>	Benchmarking Develop plan for reference and decision making, outlining SC priorities for funding and options	Oct. 1 Enrollment Report (including Choice) MCAS Results MASC Resolutions Oil Bid recommendations & vote Revised budget FY07 1 <sup>st</sup> Quarter Financial Report	MASC Conference – Oct.
<b>NOVEMBER</b>	Review School Budget revenue sources Lobbying for changes in funding formulas - state, federal, charter schools Review Superintendent’s budget development process	Report of Draft DIP FY08 Discuss FY 08 DIP budget implications	



<b>DECEMBER</b>		Annual facilities and Capital Plan update and review FY08 plan FY08 DIP and vote	School Committee Orientation for new members
<b>JANUARY</b>	Election of Officers and Committee appointments  Mid-Year Report on FY07 DIP Goals	Projections: Class Size/Staffing Choice Revenue update FY07 FY07 2 <sup>nd</sup> Quarterly Financial Report Present mock level services budget	
<b>FEBRUARY</b>	Review Governor's Budget and implications/determine budget parameters Review of Transportation Policy for FY08 Review of Student Activity Fees FY07	School Improvement Plans and School Council budget priorities	
<b>MARCH</b>	School Improvement Plans Schedule SC Budget workshops	FY08 Superintendent's Budget Presentation FY08 School Choice recommendation & vote	MASC Day on the Hill attendance
<b>APRIL</b>	Budget workshops and preliminary vote Schedule Attendance @ end of year functions Supt. Evaluation document to members	Budget Hearing Final Vote on FY08 Budget Supt. Self-Evaluation to School Committee members	
<b>MAY</b>	Superintendent's Evaluation to be completed Preliminary School Committee & Superintendent's Goals FY08	Superintendent's Evaluation 3 <sup>rd</sup> Quarter Financial Report Superintendent's contract vote	Supt. Evaluation Summary to be distributed prior to Business Meeting School committee Self-Eval to be scheduled
<b>JUNE</b>	Special Revenue Funds and Accounts Report	Supt. Final Review of FY08 Goals FY08 Supt/SC Goals Vote	City Council Budget Hearings  City Council Budget Vote