

JOINT SCHOOL COMMITTEE

Concord-Carlisle School Committee  
Concord School Committee  
Ripley Building  
September 22, 2015

Present: Johanna Boynton, Chair Pro Tem, CCSC; CSC  
Wallace Johnston, Chair, CSC; CCSC  
Heather Bout, Vice Chair; CSC; CCSC  
Kathleen Snook, CSC; CCSC  
Dan Conti, CSC; CCSC  
Mary Storrs, CCSC  
William Fink, CCSC

Present from Administration: Diana Rigby, Superintendent of Schools, CPS & CCRSD  
John Flaherty, Deputy Superintendent of Finance & Operations, CPS & CCRSD

**I. CALL TO ORDER**

The session was called to order by Mr. Johnston for the CSC and Ms. Boynton for CCSC at 6:35 PM. Mr. Johnston noted that the meeting is being recorded.

**II. PUBLIC COMMENTS**

1. Robert Grom, Mildred Circle, Concord, MA. Mr. Grom stated that he highly respects the members of the SC for their efforts on behalf of the residents of Concord and Carlisle. He also stated that he highly values the significant volunteer efforts of CC at Play. He noted that he is looking forward to Stage 3 and the new grass fields. He also noted that certain aspects of the project could be approved upon, including: process, transparency, full disclosure and creating an effective 2-way dialogue for information exchanges. He stated that the need to communicate at a highly ethical level is critical for the smooth functioning of all town departments. He noted an example of ineffective communication of the CC at Play forum, noting it was a controlled one-sided presentation. He stated that the SC should establish a subcommittee to work on a communications policy.

2. Louis Salemy, 68 Great Meadows Rd, Concord, MA. Mr. Salemy quoted the Doug White scholarship motto. He stated that the words are inscribed on a plaque at the entrance to the fields. He stated that he realized how far CC at Play had come when he attended the ribbon cutting ceremony and saw the student athletes and all of the youth share joy and pride in the community. He stated that the Board of CC at Play are do-ers and decided to take on the huge task of renovating the CCHS athletic fields without being asked. He stated that the new turf field is truly spectacular and it was a huge task taken on by CC at Play. He stated that CC at Play was driven by their love of community and that the public-private partnership was a huge success. He stated that School Administration, School Committee, Building Committee and CC at Play all deserve the Doug White Award for being do-ers.

**III. READING OF THE MINUTES**

A. Open Session: Jt. Meeting – 8/25/15. A motion was made by Ms. Storrs, seconded by Mr. Fink, to approve the minutes from the Joint Meeting on 8/25/15. The motion was unanimously approved.

**IV. CHAIRS REPORT**

A. Ms. Boynton stated that she and Mr. Johnston attended a Chairs Breakfast on September 16, 2015 and noted that it was a great way to stay in touch with all that's going on in town. Ms. Boynton stated that many of the SC members have joined FINCOM of both Concord and Carlisle at the kickoff meeting discussing the budget. She noted that their meeting with FINCOM would be October 6<sup>th</sup>, 2015 to begin their budget requests. Ms. Boynton stated that she received an invitation from the CCTA President to visit for a day at CCHS. She noted that they received an invitation to the Minuteman Informational Meeting. Ms. Boynton stated that she received an email regarding roundtable discussions at EDCO, which she noted are once/month on Wednesdays from 9:30AM – 11:00AM and that the next one is October 21<sup>st</sup>, 2015. She stated that she received an invitation to go the "ABC's of Zzzz's" on September

25, 2015 at 7:00PM at Wayland High School. Ms. Boynton stated that the Alternative Fuel Committee had a meeting and they are looking at what may be next and are in the gathering stage and that their next meeting is October 15<sup>th</sup>, 2015.

Ms. Snook spoke regarding the Calendar Committee and thanked the members of the Committee. She reviewed the charge of providing the SC with recommendations to guide the creation of the calendar that would provide teachers more traction with their students and provide more continuity for learning for the students. She noted that they met 7 times. She stated that the survey they created had 3 different versions: parent, student and teacher and got responses via a web survey. She noted that a short time after releasing the survey, they received a request from the CCTA to remove the teacher version on the survey because the unit perceived it to violate the labor law in addressing hours, wages and working conditions. The advisory committee agreed to remove the question of start date, due to it being in the current teacher contracts.

Ms. Snook reviewed the question regarding start date and whether or not to start earlier in August and get out earlier in June, noting that this is the question that was removed for the teachers. She stated that the parents and students were split down the middle. She stated that they are currently working with the CTA on this.

Ms. Snook reviewed the 2<sup>nd</sup> question regarding religious holidays and whether or not to maintain the current practice of observing the 2 Jewish holidays and Good Friday. She stated that there was overwhelming interest in eliminating the holidays as days off from school.

Ms. Snook reviewed the results of having 1 vacation week in March versus the current practice of 2 vacation weeks, one in February and one in April. She stated that the results were very different from the parent and staff group. She stated that parents were in favor of 1 week of vacation, 60/40, and teachers were the opposite.

Ms. Snook stated that 77% of the parent responders stated that eliminating the religious holidays was their first choice in ways to shorten the school year. She stated that they recommended that the SC only observe Federal and State mandated holidays as days off. She noted that teachers are able to use 3 days to observe religious holidays. Ms. Snook stated that there was disagreement on the 2 vacation weeks versus 1 vacation week and they will continue to research and discuss.

Ms. Snook spoke regarding policies and practices, including the 180 days and 990 hours. She stated that there is 180-day requirement and 900 hours for K-8 and 990 hours of instructional time for 9-12. She noted that Policy J-8 supports observing holidays and students being excused from classwork. She also stated that the calendar needs to be honored and that they looked into the days before and after the 2 breaks and that there were almost as many students absent as on religious holidays. She noted that it disrupts continuity of learning. She noted that HS start times were discussed at the last meeting as well. She spoke regarding early release days and professional development days and the ways students would be able to do work at home on snow days. She noted the theme was regularity and continuity. She also noted that they would liaison with Carlisle to coordinate both calendars.

Peter Atlas, President of the CCTA, spoke regarding their thoughts on the different aspects on the Calendar. He stated that the CCTA membership is split in terms of the religious holidays and that they had made the decision years ago that that should be the SC's decision. He stated that the question regarding the 2 vacations versus the 1 vacation was the only question that he was aware of. Mr. Johnston asked if it was possible to ask the other questions to the CCTA and Mr. Atlas stated it was possible. Ms. Snook stated that she was disappointed that they didn't respond and that they would agree to disagree on the aspects of receiving the survey and providing the data.

Mr. Conti thanked the Calendar Advisory Committee and asked questions regarding the ability to cover classes. Ms. Snook stated that they did have an issue with covering classes when the religious holidays weren't observed, but wouldn't be as big of an issue as each year passed. Ms. Snook noted all of the research that Kristin Johnston did.

A motion was made by Mr. Johnston, for CCSC, seconded by Ms. Bout, to support the recommendations by the Calendar Advisory Committee of removing the religious holidays from the calendar and continuing discussions of school vacation weeks. The motion was unanimously approved. The SC members thanked Ms. Snook and the Committee for all of their hard work.

Mr. Johnston stated that he attended a meeting on opiate addiction at the Senate level with the Worcester County Sheriff and Senator Jennifer Flanagan and that it's a growing concern in the state. He noted that the sheriff had a great program and that he could come and present it to the student body. Mr. Johnston also stated that the Audit Committee met and discussed their charge and noted that reviewing the K-8 Budget was discussed.

## **V. CORRESPONDENCE**

A. Emails. Ms. Boynton received emails regarding online directories, an email concerning network privacy, an email regarding scheduling concerns at CCHS and an email regarding the role of the SAC in the Superintendent's goals.

A. Adult & Community Education September 1, 2015 Director's Report. Ms. Rigby stated that she received a report from Adult & Community Ed and that she appreciates Court Booth's leadership and the driver's ed classes.

B. The Guild (private special education day & residential school). Ms. Rigby stated that she received a letter from the CEO of The Guild, which is a private Special Ed school, which serves in a residential placement for developing disabled Special Ed, as well as a day school. She noted that it is currently located near Virginia Road in Concord.

C. Invitation to Minuteman Informational Meeting. Ms. Snook stated that she attended the Minuteman Informational Meeting and there are only 2 additional opportunities to attend: September 28<sup>th</sup>, 2015 at 7:00PM and October 2<sup>nd</sup>, 2015 at 8:00AM. She stated that she believes that citizens are going to look to them for comments and that they need to be informed as to what is going on and Concord will be asked to host a public forum at some point that they may be involved in. She encouraged everyone to go to an upcoming meeting so they can be informed.

D. Emails. Ms. Rigby stated that she received an email from Dana Graham, an English teacher at the High School and an advisory coordinator. She noted that she also organizes the Ruetters Seminar and will be sponsoring one with former retired CCHS faculty on October 29<sup>th</sup>, 2015 and has invited everyone to join.

## **VI. RECOGNITIONS**

A. Michael Goodwin & Tracie Dunn for the opening presentations on "Building Learning Communities". Ms. Rigby recognized Michael Goodwin and Tracie Dunn, teachers at CCHS, for their wonderful job on the opening presentation for the CCHS faculty on August 27<sup>th</sup>, 2015, focusing on "Building Learning Communities".

B. Peter Badalament & IT Staff for successful laptop distribution during first week of school. Ms. Rigby recognized Mr. Badalament and the IT Staff and the Office Staff for a successful laptop distribution during the first week of school. She also thanked Mr. Johnston for being there and noted that they distributed over 800 laptops. Ms. Boynton noted how well organized it was.

C. CCHS admin, faculty & staff for a terrific "Back to School Night". Ms. Rigby thanked Mr. Badalament and his staff for the September 10<sup>th</sup>, 2015 "Back to School Night". Mr. Fink noted what a great night it was and how well done it was.

## **VII. REPORTS & ISSUES FOR DISCUSSION**

A. CCRSD FY2017 Budget Development. Mr. Flaherty presented the CCRSD Operating Budget Development Process and the calculation of the impact of contractual salaries. He stated that they do know what the percentage increases are for FY17. He stated that the teacher salaries represent the largest single component in the operating budget and are an essential piece of bringing the budget in at a certain number. He stated that salaries at the region are 68% of the budget. He stated that the FY17 projected Step increase is \$173.3k, Scale is \$256.7k and the Lane changes are \$60k, totaling \$490k or 1.85% of the operating budget. He stated that the other big cost is the OPEB schedule, which will increase by \$215k, or .8% of the operating budget. Mr. Flaherty reviewed the steps and lanes matrix. Mr. Flaherty stated that salary growth alone requires a 2.75% increase in the region's operating budget. He noted that debt service is excluded from operating budget. He stated that employee costs require 2.75%, OPEB requires .8% and the bus replacement is .4%. He reviewed items to be determined, including: health insurance rate changes, out of district DESE rate changes, CASE Collaborative assessments and offsetting reductions. He stated that he believes that they will fall under the 4% range. Ms. Rigby noted that there is no room for program improvements without having major reductions.

B. School Committee Protocol. Ms. Boynton reviewed the SC Operating Protocols draft and she and the other SC members discussed and edited the protocols. They agreed to several edits, including adding an intro paragraph to the beginning of the protocols and changing the order that some of the protocols are listed in. Ms. Boynton stated that she would bring back an updated draft at the next meeting.

C. School Committee Goals. Ms. Snook stated that Ms. Bout and she worked on the SC Goals and tried to only include topics that they had been brought up previously in meetings. She reviewed the goals and key actions, including the goal of increasing the SC understanding of the budget in preparation for development and approval of the school budget and member presentations at the 2016 Town Meeting. Mr. Fink stated that he felt there should be 2 separate goal documents - one for CSC and one for CCSC. Another goal was to provide multiple opportunities by multiple means and in various venues for SC-Community engagement and communication in order for parties to share info, exchange ideas and address concerns by June 2016. Another goal was that by June 2016, the SC would develop and publish protocols and practices in document form. Ms. Snook stated that by January 2016, they have a goal to assimilate feedback from Calendar Advisory Committee and publish 2016-2017 School Calendars. She also reviewed the goal of determining potential future options and strategies for use of alternative fuel buses. High school start time was addressed within the goal of determining potential future options for variations in school start times by June 2016.

Ms. Bout stated that she would like the SC to have an understanding of big-ticket budget items, including the Technology budget, which she noted several people have questioned. Ms. Bout also discussed school rankings and their relation to the budget. She noted that she feels they need to have a deep understanding of the goals. Ms. Rigby stated that she would speak at a future meeting regarding school rankings and what goes into creating them. Ms. Rigby noted that the Technology budget is only 5% of the budget. Mr. Johnston noted the importance of looking at metrics of like-districts.

Ms. Rigby noted that her contract ends in June 2017 and that she has a promise to her family that she will re-locate back to the West Coast. She stated that it is incumbent upon them to begin thinking about a Superintendent search process. She recommended the goal: By January 2016, a search firm would be identified to assist with the process of hiring a new superintendent for FY2018. She noted that someone would need to be hired by January 2017 and that a vacancy notice will need to go out by fall of 2016 and that the searches are very competitive. Ms. Rigby stated they need to take great care in moving through this process. Ms. Bout thanked Ms. Rigby and said that she is sorry that she is leaving. Ms. Snook and Mr. Johnston thanked Ms. Rigby for letting them know earlier than 1 year. Mr. Johnston congratulated Ms. Rigby and her family for the decision. Ms. Snook stated that she would add this to the goal.

Ms. Snook reviewed the SC Practices, noting that it is a living document. She discussed and reviewed the practices with the other members and they agreed upon edits and the addition of a few more practices. Mr. Atlas spoke regarding teachers commenting at SC meetings. He stated that teachers used to be able to comment, but about 8-10 years ago, it was changed and they were then not allowed to comment at the SC meetings.

D. Parent Survey Results. Ms. Rigby reviewed the 2015 Parent Survey of @ 2,087 homes, noting that she received replies from @ 699 parents, mostly from the HS, regarding satisfaction with the schools K-12. She stated that parents took the survey in June and the responses were anonymous. Ms. Rigby noted that the goal was that 90% or higher of the responses to each question would be "strongly agree" or "agree". Ms. Rigby stated that many of the results would be translated over to the District Goals. She reviewed each question's responses and noted how they looked at the responses in terms of trend data. Ms. Rigby reviewed the trends/themes at each school and how the trends would translate into specific goals. She noted the common themes of communication and homework. Ms. Rigby noted that one of the core values is continuous improvement.

E. Draft CPS & CCRSD District Goals 2015-2016. Ms. Rigby reviewed the District Goals for CCRSD, noting that it was the School Improvement Plan presented in June. She stated that there was a significant gap between all students and that the first goal was around increasing achievement for all students and narrowing the achievement gap for identified student groups. Ms. Rigby reviewed Goal #2, Providing students with a rigorous, coherent, and aligned curriculum that includes a variety of authentic learning experiences, high student engagement, innovation, interdisciplinary units, differentiation and increased use of digital tools. She noted that teachers and school leaders would make recommendations for changes in homework practices. She also noted that a new schedule would be

implemented in 2016-17 for increased professional learning opportunities. She noted that they would share the new schedule with the SC in February. Ms. Rigby stated that the new schedule would have no impact on the budget. Ms. Rigby reviewed the 3<sup>rd</sup> Goal of fostering a respectful and inclusive school culture that promotes growth and well-being for all. She discussed looking at studying homework as a possible tool for student stress reduction. Ms. Rigby discussed Goal #4: Effectively implementing the new Educator Evaluation system with a focus on continuous improvement in teaching and learning; Goal #5: Developing FY17 budget to support educational excellence and enrollment growth while maintaining fiscal sustainability; Goal #6: Managing CCHS building project to completion in December 2015. Ms. Rigby noted that Turner Construction will be leaving in December and that there will be a Dedication Ceremony on December 12, 2015 in the afternoon. Ms. Rigby reviewed Goal #7: Building support, consensus and community engagement around the district mission, core values, challenges and accomplishments, and critical decisions using multiple communication strategies.

F. Draft CPS & CCRSD 2015-2016 Superintendent's Annual Plan. Ms. Rigby presented the 2015-2016 Superintendent's Annual Plan that identifies a Professional Practice Goal. She stated that the area for improvement was Standard IV. She stated that the Goal that she proposes is: By June 2016, administration will provide multiple opportunities for teacher voice, leadership and collaboration in addressing teacher concerns and making critical school/district decisions and will develop a five-year strategic plan for progressive and innovative improvements. She noted that this is different from the K-8 plan. She stated that there is not a shared vision for what students should know and be able to do as well as how do we promote academic excellence for all students and what should the HS look like for preparing students for their future and the next 5 years. She also noted that there has been limited progress on the School improvement plan in terms of faculty support and shared vision. Ms. Rigby asked the SC for their support for her goal to engage in a strategic planning process for CCHS with the stake holders, including: the students, the teachers, parents of future students and community members as well as members of the SC to work with a facilitator to help identify what is currently in place and what we aspire for our students as to what their futures will look like in 2020 and are we truly providing opportunities for all types of students to be prepared for their future. Ms. Rigby stated that they received \$123,000 more from the state that is not allocated. She recommended that they earmark some of that money for the facilitator that would work with the strategic planning committee and would engage in this process for the year. She stated that her expectation is that at the end of the year, that they would bring a strategic plan to the SC that would lay out school goals/district goals for the next 5 years.

Mr. Fink and Ms. Snook stated that a vision and a 5-year plan are very important to have. Ms. Snook noted that they are going to have a great physical plant at the HS and now they need to look into what is being done inside the building, noting that it needs to be done and is totally appropriate. Mr. Johnston stated that he also thinks it's a great idea, but noted that he wanted to see more involvement of the SC. Ms. Boynton stated that she also thought it was a great with a lot of layers at once, noting that the professional would be the expert and would lead them. Ms. Rigby stated that they would put out an RFP that would let them choose who they would want. Ms. Rigby stated that she is presenting it as a Superintendent's Goal and that she is responsible for facilitating that. She stated that she would recommend to the SC who she wanted to hire. Ms. Snook noted that the SC would approve the money. Ms. Rigby noted that this is a focus on the HS program and the students and the other search will be on the best leader for the school district. Ms. Rigby stated that she hopes to come to the SC by June with a Strategic Plan that they will approve for the next 5 years that will guide the direction for the school site to make specific improvement efforts related to the goals and that will help assign the budget and resources. She noted that the SC's work is focused on the search and her work will be focused on the Strategic Plan. Mr. Johnston stated the fact that he felt the SC should be involved in the Steering Committee and be engaged in the process with Ms. Rigby, noting there may be a bias based on which facilitator is chosen. Ms. Rigby stated that the facilitator would help organize the committees and inform them of the next steps. Mr. Fink noted that it would be a living document and felt that maybe a common vision could be included on an RFP. Ms. Rigby stated that the entire SC would be involved in hiring the facilitator. Mr. Johnston stated that he would like to know all of the applicants and not just be aware of the one being recommended to the SC. Ms. Storrs and Ms. Snook stated that they felt comfortable with Ms. Rigby and Mr. Flaherty drafting the RFP. The SC agreed Ms. Boynton and Mr. Fink would approve the RFP and that any other member of the SC would have the opportunity to see it and comment on it before its release.

Mr. Horwitz requested to comment and was asked since it was so late in the meeting, to send in his comments.

A motion was made by Ms. Bout, seconded by Ms. Storrs, to authorize Mr. Flaherty to create and send out the the RFP to secure a facilitator using the funds that they are receiving from the state. Mr. Johnston requested that the SC see the RFP before it goes out. Mr. Flaherty noted that there was nothing financially binding about this set of actions.

A motion was made by Mr. Johnston to replace the previous motion, seconded by Ms. Snook, to approve the creation and distribution of an RFP for a Strategic Vision Plan Facilitator by the District. The motion was unanimously approved.

Ms. Rigby proposed that they postpone the CPS discussion. A motion was made by Ms. Boynton, seconded by Ms. Bout, to postpone the CPS Annual Plan until the next CPS meeting and old business updates. The motion was unanimously approved.

#### **VIII. ACTION ITEMS**

A. Vote to accept donation from the Ruetters Family Charitable Foundation. A motion was made by Ms. Snook, seconded by Mr. Fink, to accept a gift in the amount of \$20,000 to CCHS Ruetters Enrichment Series Fund. The motion was unanimously approved. The SC expressed their appreciation.

B. Vote to approve School Committee Policies:  
File: BHC – School Committee – Staff Communications.  
File: FF – Naming Facilities – CPS, CCRSD.

A motion was made by Ms. Snook for CCSC, seconded by Mr. Fink, to approve School Committee Policies: File: BHC and File: FF, with edits. A motion was made by Ms. Snook for CSC, seconded by Ms. Storrs, to approve the School Committee Policies: File: BHC and File: FF, with edits. The motions were unanimously approved.

C. Vote to approve Guild School per M.G.L.76: 1. A motion was made by Ms. Snook by CCSC, seconded by Mr. Fink to approve Guild School per M.G.L.76: 1. A motion was made by Ms. Storrs for CSC, seconded by Ms. Boynton, to approve Guild School per M.G.L.76: 1. The motions were unanimously approved.

D. Vote to approve CMS Merrowvista Field Trip. A motion was made by Ms. Bout, seconded by Ms. Boynton, to approve the CMS Merrowvista Field Trip. The motion was unanimously approved.

#### **IX. OLD BUSINESS (to be postponed)**

A. CCHA Building Project.

B. CC at Play.

C. Transportation.

#### **X. SUPERINTENDENT'S REPORT**

A. Enrollment. Ms. Rigby stated that enrollment was 1289, which is below projected.

C. 1:1 Learning Environment. Ms. Rigby noted that they installed AirWatch for laptop management and anti-virus software. She noted that AirWatch does not have the ability to see photos or anything personal created by the user.

#### **XI. ADJOURNMENT**

A motion was made by Mr. Johnston for CCSC, seconded by Mr. Fink, to adjourn the meeting. A motion was made by Ms. Snook for CSC, seconded by Ms. Storrs to adjourn the meeting. The motions were unanimously approved and the meeting adjourned at 11:10 PM.

Respectfully submitted,

Erin E. Higgins

Approved: 10/27/15

Abbreviations:

CASE	Cooperative Association for Special Education
CDW	CDW Consultants, Inc.
CSC	Concord School Committee
CCSC	Concord-Carlisle Regional District School Committee
CPA	Community Preservation Act
CPC	Community Preservation Committee
CPS	Concord Public Schools
CCRS	Concord-Carlisle Regional School District
CCHS	Concord-Carlisle High School
CHPS	The Collaborative for High Performance Schools
CSEC	Comprehensive Sustainable Energy Committee
CPSC	Consumer Products Safety Commission
CPW	Concord Public Works
CTA	Concord Teachers Association
DEP	Department of Environmental Protection
DESE	Department of Elementary & Secondary Education
FINCOM	Finance Committee
MASC	Massachusetts Association of School Committees
MIAA	Massachusetts Interscholastic Athletic Association
NEASC	New England Association of Schools and Colleges
OPEB	Other Post-Employment Benefits
RTI	Response to Intervention
SEPAC	Special Education Advisory Council
STEM	Science, Technology, Engineering and Math