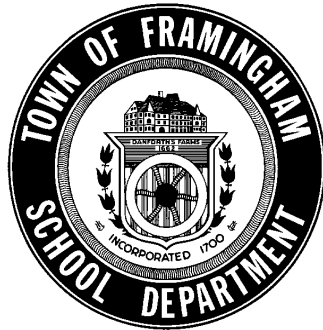


**Framingham School Committee  
Temporary Subcommittee on Rules and  
Administration  
Recommendations Report  
January 29, 2020**



**Scott Wadland, Co-Chair and Lead Convenor**

**Geoffrey Epstein, Co-Chair**

**Karen Dempsey**

**Priscila Sousa**

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# 1. Background

The Temporary School Committee Subcommittee on Rules and Administration was created on January 3, 2018 and reported their results January 23, 2018. The subcommittee was reestablished on January 2, 2020 as directed by the School Committee Chair. The full text of the directive may be found in Appendix A.

Going forward, it is recommended that this subcommittee be reestablished at the beginning of each new School Committee term.

The subcommittee is charged with making recommendations for the following:

1. The School Committee's Meeting Schedule
2. Agenda Framework for School Committee Meetings
3. Seating Assignments for School Committee Meetings
4. Identification of the Schools and Organizations for School Committee Liaisons
5. Recommend Potential Subcommittee(s) of the School Committee
6. Recommend a Schedule and Topics for School Committee Member Professional Development Sessions
7. Draft a Standard for Written Reports to the School Committee from the Superintendent and his Senior Staff

The set of recommendations follows, with the detailed directive for each topic included for clarity.

## 2. 2020 Meeting Schedule

### Guidance from the Chair

*The Subcommittee shall review the previous School Committee's Detailed Calendar and Year Long Agenda Review documents. The Subcommittee shall work directly with the Superintendent and/or his designee(s) and make recommendations to schedule at least the following items:*

- *Two School Committee meetings per month, avoiding school vacation weeks and avoiding the City Council's plan to meet on the first and third Tuesday of the month*
- *Two budget workshops requested by the Superintendent in February*
- *A tentative date for the public hearing on the annual budget (FPS Policy DBG)*
- *A schedule for School Improvement Plans to be presented for each school (FPS Policies B DFA-E-1 and B DFA-E-2)*
- *Annual required votes (FPS Policies JFAB and JFBB)*
- *A schedule to meet at regularly scheduled School Committee meetings, or at other times, "at least once every other month while school is in session with its student advisory committee" (FPS Policy JIB)*

### Recommendations

#### Recurring School Committee Meetings

It is recommended that the full School Committee meet on the 1st and 3rd Wednesday of the month as a recurring schedule. Although not scheduled at this time, it is also recommended that School Committee members set aside the alternate Wednesday nights (to the extent they are able) for subcommittee meetings or workshops as needed.

It is recommended that on a regular basis, the School Committee meet with the Mayor and his/her staff to ensure that communications are kept in good shape.

It is recommended that at least once a year, the School Committee meet with the state legislative representatives, as so much state action affects education, student health and wellness, student job prospects and climate change as it may have it greatest effects on the youth of today.

It is recommended that as part of the budget process, there be held at least one joint meeting of the Finance & Operations Subcommittee with the Council Finance Subcommittee prior to the district finalizing its annual budget for submission to the Mayor.

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A full long-term agenda with proposed School Committee meeting dates is included in Appendix B.

## ~~4. Seating Assignments for School Committee Meetings~~

### ~~Guidance from the Chair~~

~~The subcommittee shall review the seating chart from the 2018 term and recommend any necessary changes for permanent seating assignments for the 2020-2021 term.~~

### ~~Recommendations~~

~~School Committee members and the FPS leadership will be seated as follows:~~

~~For the seats marked "SC" the following process will be used:~~

- ~~• School Committee members (other than the Chair, Vice Chair and Clerk) will draw names at random.~~
- ~~• Any member who needs additional accommodations shall make that known and may then be assigned a seat at their request separate from the random drawing~~
- ~~• As each member's name is drawn, that member will choose from one of the "SC" seats.~~
- ~~• Seating assignments will remain in place for the full two-year term of the School Committee.~~

**Comment [1]:** Recommended to delete since the seating assignments are already set for the 2020-2021 School Committee term and we want the next School Committee to be able to decide the seating process on their own.

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### 3. Schools and Organizations for School Committee Liaisons

#### Guidance from the Chair

The subcommittee shall review the previous School Committee’s list and make recommendations for which schools and organizations for liaisons to be assigned. The subcommittee shall not recommend members for each school or organization, as that will be done in a future action. The subcommittee shall draft a description of the role of each liaison by utilizing text from existing policy and/or a previous Rules and Administration Report, or if none exists, create language on the role for each position.

#### Recommendations

The Subcommittee recommends that School Committee liaisons be assigned to:

- ~~All Framingham Public Schools including the BLOCKS Preschool and the Thayer Campus of FHS;~~
- All school PTOS, with at least 2 School Committee members assigned to each PTO
- MASC Legislative Liaison ~~/ Delegate Assembly Resolution Task Force~~
- TEC Board of Directors
- FPS District Wellness Committee
- ~~FPS Calendar Committee~~
- Special Education Parents Advisory Committee
- Bilingual Parents Advisory Committee
- Dual Language Parents Advisory Committee
- City-Wide PTO
- FHS Student Advisory Committee
- Framingham Youth Council

**Comment [2]:** Recommended to remove since the role of the school liaison can create situations where a School Committee member becomes an advocate for one particular school above others, potentially creating inequities.

**Comment [3]:** Discontinued by MASC

**Comment [4]:** Discontinued by FPS Administration

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Descriptions of these groups/roles are as follows:

~~All Framingham Public Schools including the BLOCKS Preschool and the Thayer Campus of FHS Liaisons for individual schools serve as a point of contact on the School Committee for members of a school community including but not limited to the principal, School Council, PTO and families. Liaisons are typically invited to but not obligated to attend events at the school including PTO meetings and special events throughout the year. Please note that communication between a school principal and a School Committee liaison should never replace or interfere with the “chain of command” between a principal and the Superintendent.~~

#### MASC Legislative Liaison ~~/ Delegate Assembly Resolution Task Force~~

The School Committee Legislative Liaison is the School Committee's representative to the Massachusetts Association of School Committees (MASC). The MASC Legislative Liaison informs the School Committee of any legislative updates that can affect our district; advocates to local and state authority on behalf of legislation that will enhance education in the Framingham Public Schools; and meets regularly

with Framingham's legislative delegation. The MASC Legislative Liaison participates in lobbying efforts at the State House; stays informed on district data to support legislation; provides oral and written testimony at public hearings on proposed legislation; and attends the annual MASC Day on the Hill. The MASC Legislative Liaison helps write resolutions for the annual MASC Delegate Assembly and, if elected, attends the MASC Delegate Assembly as a voting delegate. The MASC Legislative Liaison works with fellow School Committee colleagues and community members to advocate effectively for public education in Framingham.

#### **The Education Cooperative (TEC) Board of Directors**

The Education Cooperative (TEC) has been working diligently to improve education in communities throughout Massachusetts since 1980. Over the years, TEC has evolved and increased their services to provide efficient and cost-effective solutions that suit the ever-changing needs of its member districts and the education community as a whole. TEC's services include: professional development & licensure, a continuum of special education programs, internship opportunities, cooperative purchasing, alternative schools, an online academy, and other resources that enhance the goals of educators, administrators, and students. The TEC Board of Directors consists of Superintendents and School Committee members drawn from affiliate towns and cities. The Framingham School Committee representative is a voting member.

#### **District Wellness Committee**

In the spring of 2013, the district formed a 4-year collaboration with the Alliance for a Healthier Generation, a program founded by the American Heart Association and the William J. Clinton Foundation. The Alliance's goals are to stop the nationwide increase in childhood obesity and to inspire our students to develop lifelong healthy habits. Each school in the district signed a commitment to work with the Alliance to promote wellness initiatives. Each school formed wellness teams. A District Wellness Team with representation from each school as well as several community participants was also formed.

#### **FPS Calendar Committee**

~~The FPS Calendar Committee is a group of administrators, teachers and parents which is organized on an annual basis for the purpose of drafting a proposed school year calendar to be voted on by the School Committee. Historically, the School Committee has had one member sit on this committee.~~

#### **Framingham Special Education Parent Advisory Council**

The Framingham Special Education Parent Advisory Council (F-SEPAC) is mandated by Massachusetts Law. F-SEPAC is run by volunteer parents and is a district-wide resource and support to parents and guardians of children with special needs. MGL, Section 71B, Section 3 states that "The school committee of any city, town, or school district shall establish a parent advisory council on special education. Membership shall be offered to all parents of children with disabilities and other interested parties. The parent advisory council duties shall include but not be limited to: advising the school committee on matters that pertain to the education and safety of students with disabilities; meeting regularly with school officials to participate in the planning, development and evaluation of the school committee's special education programs. The parent advisory council shall establish by-laws regarding officers and operational procedures. In the course of its duties under this section, the parent advisory council shall receive assistance from the school committee without charge, upon reasonable notice, and subject to the availability of staff and resources."

#### **Framingham Bilingual Parent Advisory Council Liaison**

Comment [5]: +jstyer@framingham.k12.ma.us to provide updated description to +jhastry@framingham.k12.ma.us  
\_Assigned to Judith Styer\_



The Framingham Bilingual Parent Advisory Council (F-BPAC) is created and led by parents whose children attend Bilingual Education Programs within the Framingham Public Schools. F-BPAC promotes the education and integration of students who speak different languages with a focus on ensuring quality of education, socialization, and cultural interaction. F-BPAC seeks to serve as a united voice for students who are learning English as a second language and their families. Per the “LOOK Bill” (S.2395) “A school district operating a language acquisition program for English learners serving more than 100 English learners or in which English learners are more than 5 percent of the district’s student population, whichever is less, shall establish an English learner parent advisory council. The parent advisory council shall be composed of parents or legal guardians of students who are or have been identified as an English learners. The duties of the parent advisory council shall include, but not be limited to: advising the school district, school committee or board of trustees on matters that pertain to English learners; meeting regularly with school officials to participate in the planning and development of programs designed to improve educational opportunities for English learners; and participating in the review of school or district improvement plans established under section 59C of chapter 71 as they relate to English learners. A parent advisory council may meet at least once annually with each school council within the school district or the board of trustees of the charter school. The parent advisory council shall establish by-laws regarding officers and operational procedures. In the course of its duties under this section, the parent advisory council shall receive assistance from the director of language acquisition programs for the school district or other appropriate school personnel as designated by the superintendent.”

#### Dual Language Parents Advisory Committee

The mission of the Framingham Public School Dual Language Family Advisory Council is to create a district-wide parent organization that ensures our Dual Language families have an organized voice and meaningful role as partners in their child's/children's education.

#### **City-Wide PTO Framingham**

City-Wide PTO is the umbrella parent-teacher organization for all the Framingham Schools. Comprised of representatives from each school's PTO, City-wide meets monthly and focuses on issues of concern to the school system globally as well as on issues specific to particular schools. By conducting forums on a variety of topics and inviting speakers on a regular basis, City-Wide PTO also serves to educate and inform both its members and the community at large.

#### **FHS Student Advisory Committee**

The FHS Student Advisory Committee is a body of 5 students elected by the students at Framingham High School. Under MGL Ch 71 Section 38M, “School committees of cities, towns and regional school districts shall meet at least once every other month, during the months school is in session, with a student advisory committee to consist of five members to be composed of students elected by the student body of the high school or high schools in each city, town or regional school district. The members of such student advisory committees shall, by majority vote prior to the first day of June in each year elect from their number a chairperson who shall serve for a term of one year. Said chairperson shall be an ex-officio, non-voting member of the school committee, without the right to attend executive sessions unless such right is expressly granted by the individual school committee. Said chairperson shall be subject to all School Committee rules and regulations and shall serve without compensation.”

Framingham Youth Council - The Youth Council will be comprised of 13 young people (one from each

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of Framingham's nine districts nominated by the City Council; two nominated by City Councilors at large; and two nominated by the Mayor) who are 13-22 years old. The Youth Council will serve as an entry to local government, report to the City Council and also will make recommendations to the Mayor and School Committee if requested. Their roles and responsibilities include: evaluating and reviewing issues facing youth in the City, Representing youth in the City of Framingham, and advising elected officials and other policy makers regarding matters of interest or concern to young people, Providing information to and advocating before public entities including the mayor, municipal government, state government, federal government, police, school districts, and high education institutions, in support of young people in the City of Framingham, Providing a structure for all young people in Framingham to learn the value of civic participation and thereby encouraging lifelong participatory residents, Offering policy recommendations on issues affecting and of interest to young people, and Engaging with young people in Framingham to informing them of opportunities and listening to their suggestions regarding how the community can better serve its residents.

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## 4. Subcommittees of the School Committee

### Guidance from the Chair

*The subcommittee shall make recommendations on which, if any, subcommittees shall be continued and/or established. This subcommittee shall not recommend members for each potential subcommittee, as that will be done in a future action.*

### Recommendations

#### Recommended Subcommittees

The approach to subcommittees is that they should reflect the major areas of interest and action for the School Committee. They provide a mechanism for productive, cooperative work with FPS administration and staff which is much easier than would be the case if the entire School Committee had to engage as a body. The subcommittees should be consistent with the principal goals of the School Committee, the superintendent and the FPS system as a whole.

The list of recommended subcommittees is:

- Policy
- Finance & Operations
- Buildings & Grounds Facilities
- Teaching & Learning
- ~~Accountability & Student Achievement~~
- ~~Communications~~
- ~~Racial Equity and Diversity~~
- ~~Digital Infrastructure~~
- Health & Wellness
- Climate Change, Environment & Sustainability
- Temporary Subcommittee on Data, Transparency, and Website

**Policy** - this subcommittee shall work with the FPS administration to develop and recommend new and revised policies to the full School Committee, and shall be responsible for making sure that our online policy manual is updated. This should remain as a standing subcommittee. During the Policy portion of full School Committee meetings, the Chair of the Policy Subcommittee will preside over the meeting.

**Finance & Operations** - this subcommittee shall work, as appropriate, with the FPS administration, the City Council and municipal leadership (including but not limited to the CFO)

to develop standardized, comprehensive, timely financial reporting that allows the School Committee to have a complete understanding of the financial performance of the district in all appropriate areas, so it can ensure that the budget is properly managed throughout the financial year. This reporting should include multi-year projections to support sound planning. The subcommittee shall work to ensure that the full School Committee receives financial reporting on at least a monthly basis, as prescribed by policy DI, which asserts that:

*“It is the responsibility of the Superintendent to ensure that the School Committee is well informed on budgetary and financial matters. The school administration shall furnish to the School Committee a monthly budget report indicating the current status, including unexpended funds, in each budgetary classification; with a report to be made at budget preparation time of an analysis of predicted year-end unexpended funds and cost overruns in each budgetary classification. It is the responsibility of the Superintendent to inform the School Committee as to any surplus funds as the end of the fiscal year approaches.”*

Each year the subcommittee shall review the current fiscal year budget book and make recommendations as appropriate for any improvements needed for the upcoming fiscal year budget book. The subcommittee may take up other financial matters referred to it by the School Committee Chair or the full School Committee. The subcommittee shall also be responsible for developing appropriate reporting by FPS on food services and transportation.

**Buildings & Grounds Facilities** - this subcommittee shall work with the FPS administration to develop reporting on the state of FPS buildings and grounds, including ongoing maintenance and repairs, develop long-term plans and proposals for building renovations and replacements and to advise the Buildings & Grounds Department on facilities planning, capital projects and related issues. The subcommittee shall also perform a review of Capital Budget requests before they are presented to the full School Committee. Lastly, the subcommittee shall work with the FPS leadership, and, when appropriate with the Planning Board and Zoning Board of Appeals, to evaluate projected student enrollment both at the district level and on a school by school basis based on future residential development, and ensure that both short term and long term plans are developed to ensure that school system capacity meets our student population needs. This subcommittee should pay careful attention to all School Improvement Plans to ensure consistency in handling needed building improvements. This committee shall be a standing committee.

**Teaching and Learning** - this subcommittee shall work with the Office of Teaching and Learning and other FPS administrators as needed to develop and/or refine reporting that addresses various aspects of student outcomes. This reporting shall include, but not be limited to:

- course availability and placement
- performance on standardized testing
- student attendance
- conduct and discipline

- graduation and post-secondary success

This reporting shall include all cohorts of students (e.g. general education, special education, English Learners (ELs), Dual Language learners, gifted and talented (SAGE), etc.). These reports shall be analyzed by the subcommittee and administration on a regular basis so that the administrators can determine actions to be taken by the administration and the subcommittee members can determine recommended actions to be considered by the full School Committee. It is recommended that the reports and corresponding analysis be reported by the subcommittee to the full School Committee on at least a bi-monthly basis.

Accountability & Student Achievement—this subcommittee shall work with the FPS leadership to develop Key Performance Indicators (KPIs) that allow the full School Committee to objectively track performance against agreed to goals and objectives. Such performance indicators should allow drill down to the school, grade and sub-group levels. As they are developed, the subcommittee will ensure that the KPIs are reported on a consistent basis, and will work with the FPS leadership to identify opportunities for improving student achievement. This subcommittee will also work to ensure that the MCAS results are reported to the full School Committee, with appropriate analysis and corresponding recommended actions. This subcommittee should pay careful attention to all School Improvement Plans to make sure school level planning is folded into improving student achievement. Further, and very importantly, this subcommittee should work to ensure that families of students are included in the efforts to improve student achievement both through input to the improvement process and in ongoing communications efforts to keep them firmly in the educational loop.

**Comment [6]:** Replaced by Teaching and Learning

Communications—this subcommittee shall work with stakeholders including, but not limited to the FPS leadership and administration, FPS staff, the FPS Media & Communications Manager, the city's Public Information Officer, the entire School Committee as well as parents and community members to:

- Take advantage of the 2015 report of the School Committee task force on communications and public relations which contains key data and recommendations, which bear review and action.
- Ensure that appropriate policies and practices are in place to direct communication from and within FPS and to support incoming communications to FPS from the community.
- Ensure that all stakeholders receive clear, concise, accurate and timely information from the Framingham Public Schools and that reasonable expectations of transparency are met.
- Leverage 21st century communication tools as appropriate to engage staff, students, families and community members—including but not limited to social media and timely updates to the FPS website.
- Ensure that there is consistent and professional “brand” for the Framingham Public Schools which comes across in all communication from and within the district.

This subcommittee should pay careful attention to all School Improvement Plans to glean information relevant to needed communications improvements.

**Comment [7]:** Recommended for deletion because it was felt that the basic communication structures are in place, and while communication is a constant area of focus it does not warrant having a subcommittee in place to oversee it.

**Racial Equity & Diversity** - this committee will seek to develop standardized, comprehensive and timely reporting that allows the School Committee to have a complete understanding of the current ~~racial~~-equity performance of the district in all appropriate areas, such as curriculum, hiring, policy and professional development so that we can ensure a more balanced and equitable system that will lead us to greater outcomes for ALL students, teachers, administrators, and parents within FPS. Work with the FPS administration to review the output from the equity audit and determine next steps.

**Comment [8]:** Recommended to remove the word "Racial" to reflect that there are multiple dimensions of equity, and to add the word "Diversity" given that hiring diversity is within the purview of this subcommittee.

~~**Digital Infrastructure**—this subcommittee shall work with FPS administration and staff to develop reporting on the state of FPS digital infrastructure, including hardware and software for all platforms, including the FPS network and its connection to other city facilities and the internet. Further a plan should be developed to govern management and upgrade of the digital infrastructure to support the educational and communications goals of FPS. For this reason, this subcommittee needs to work with a number of other subcommittees to ensure coherent planning and execution, including: Facilities, Accountability & Student Achievement, Communications. Further, as digital infrastructure needs substantial, recurring budget support, this committee should also have input to and review the Capital Budget. This subcommittee should pay careful attention to the School Improvement Plans to glean information relevant to needed digital infrastructure improvements.~~

**Comment [9]:** Recommended for deletion - scope should be addressed within Buildings and Grounds subcommittee.

**Health & Wellness** - this subcommittee shall work with FPS administration, staff and student governance and other student organizations, to develop reporting on student and staff physical, social and emotional health and wellness and to make appropriate recommendations to the full School Committee. Areas included in the scope for this subcommittee include, but are not limited to: vaping; alcohol use; smoking; other drug or substance use; nutrition, physical activities- including sports activities of all kinds, including varsity, junior varsity and intramural sports; transportation, including alignment with student schedules; facilities; threats presented by EEE; stressors and stress management; homework loads; alignment of school start times with student biorhythms; absenteeism; classroom environment etc.

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**Climate Change, Environment & Sustainability** - this subcommittee shall work with FPS administration, staff and student governance and other student organizations, to develop reporting on environmental and sustainability issues and to make appropriate recommendations to the full School Committee. Areas included in the scope for this subcommittee include, but are not limited to: municipal aggregation; rooftop solar panel installations; solar parking lots; wind power installations; heat pump HVAC systems; charging stations; school district energy management; paper use reduction; trash handling; recycling; composting; tree planting; garden installations; severe weather mitigation; building water runoff use; support of related student STEM projects; support of related curriculum electives; virtual presence meetings etc. It is clear that our students' future depends not only on education, but on the measures we take to ensure that the physical world they live in will be protected from extremes of climate change and the other myriad effects of global warming, including the 6th extinction. It has become clear that environment and sustainability needs to be an elevated focus of the School Committee. Also,

creation of this new subcommittee aligns with citywide efforts, such as general sustainability operations, climate change and hazard planning, including the Municipal Vulnerability and Preparedness planning process which is aimed at climate change resiliency. It also aligns with state action on climate change.

Temporary Subcommittee on Data, Transparency, and Website - This temporary subcommittee will work with FPS administration to look into what the needs are in regards to data and reports that the District should provide, what supports to achieve them are needed, what data should be published on the District website, and what information and data should be published on the School Committee specific website with a goal of transparency and more information being easily available to the public. Examples of items to consider are School Committee member meeting attendance records, major votes of the School Committee, biographies for members and student representatives, subcommittee mission summaries and members assigned, School Committee self evaluations, among other items.

**Comment [10]:** Alignment with the state can be seen at: <https://www.mass.gov/topics/climate-action>, and is evidenced in bills currently under consideration by the state legislature. From our own senator: "This is a race against time," Spilka told reporters. "Climate change is changing not only Massachusetts and the United States, it is changing the face of our planet, and our planet's survival is at stake." [a href="https://www.wbur.org/earthwhile/2020/01/23/net-zero-emissions-electric-mbta-buses-energy-efficiency-senate-legislation">https://www.wbur.org/earthwhile/2020/01/23/net-zero-emissions-electric-mbta-buses-energy-efficiency-senate-legislation]

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### General Recommendations

Across all subcommittees, it is generally recommended that:

- The School Committee Chair appoint 4 members to each of the subcommittees listed above, so that any two members of a subcommittee can discuss matters within the purview of the subcommittee without violating the Open Meeting Law.
- The School Committee Chair appoint one individual to serve as the Chair of each subcommittee and the subcommittee ~~Chair~~-fill other roles as needed, such as Vice Chair, ~~subject to the approval of the School Committee Chair.~~
- The School Committee Chair make subcommittee appointments in a way that balances interest and experience and reflects the diversity of our community and our School Committee.
- Subcommittees leverage available data for making decisions, examine relevant data to understand how we are performing in their area of responsibility, and request additional new data as needed to carry out its charge.
- Subcommittee members shall be surveyed/consulted before meeting dates are set. While ultimately it is the Subcommittee Chair's decision on when to schedule a meeting, Subcommittee Chairs may not post meeting agendas for dates/times where it is known that no quorum is expected.
- Materials for subcommittee meetings should be available to members at least two business days prior to the meeting.
- The Executive Assistant has prepared a draft guide on Subcommittee operations to help chairs and members participate in effective subcommittee meetings. This guide appears in Appendix D.

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## Bargaining Teams

It is recommended that the Chair assign at least one but no more than four School Committee members to the “Bargaining Team” for each of the six bargaining units. Those units are:

- Unit A - Members of the Unit A Collective Bargaining Unit are classroom teachers or teachers of remedial or special education, including all department heads, professional personnel serving pupils directly in a counseling capacity, nurses, occupational therapists, physical therapists, school psychologists, coaches of athletics, partnership and part time teachers, school librarians, academic coaches, but excluding substitute teachers and all other employees of the School Department.
- ~~Unit A - Members of the Unit A Collective Bargaining Unit are classroom teachers, special education teachers, department heads, counselors, nurses, school psychologists, athletic coaches, part time teachers, and school librarians.~~
- Unit B - Members covered by the Unit B collective bargaining agreement are school administrators, specified central office administrators and coordinators. Please note that not all administrative positions are covered by this collective bargaining agreement. Administrative positions not in the contract are governed by School Committee Policy.
- Unit C - Members covered by the Unit C collective bargaining agreement are all custodial and maintenance staff.
- Unit N - Members covered by the Unit N collective bargaining agreement are all food service staff.
- Unit S - Members of the Unit S Collective Bargaining Unit are all twelve-month, ten-month, and regular part time administrative support employees including the following job titles: Secretary, Administrative Secretary, Executive Secretary, Officer Manager, Accounts Payable Specialist, Payroll Specialist, Head Accounts Payable Specialist, Head Payroll Specialist, Food Services Specialist, Head Food Services Specialist; and excluding the following: Administrative Assistant to Superintendent, Secretary to Superintendent, School Accountant, School Committee Secretary, Special Education Comptroller, and Administrative Secretary to the Head of Human Resources. During the term of this Agreement, the aforementioned titles will be reclassified as follows: District Level Executive Assistant, District Level Administrative Analyst, Office Manager, District Level Administrative Specialist, District Level Administrative Assistant and Assistant Office Manager, provided the following shall be excluded: the Executive Assistant to the Superintendent of Schools, the Executive Assistant for the Assistant Superintendent of Human Resources, the Executive Assistant to the School Committee, and the Special Education Comptroller, as well as all casual and temporary employees and all other employees of School Committee.
- ~~Unit S - Members of the Unit S Collective Bargaining Unit are all twelve month, ten month, and regular part time clerical employees including the following job titles: Secretary, Administrative Secretary, Executive Secretary, Office Manager, Accounts Payable Clerk, Payroll Clerk, Head Accounts Payable, Head Payroll Clerk, excluding the~~

**Comment [11]:** Unit membership descriptions were updated in this section to reflect changes to the recognition clauses in the latest contracts



following titles: Administrative Assistant to the Superintendent, Secretary to the Superintendent, School Accountant, School Committee Secretary, Special Education Comptroller, and Administrative Secretary to the Director of Human Resources.

- Unit T - Members of the Unit T collective bargaining agreement are all Special Education Aides, Classroom Aides, Special Education Assistant Teachers, Language Program Assistant Teachers, Language Program Aides, Library Assistants, and Interventionists and current Interventionist Teachers.~~Unit T—Members covered by the Unit T collective bargaining agreement are all Special Education Teacher Assistants, Special Education Aides, Classroom Aides, Language Program Aides, Multimedia and Audio Visual Aides in the Audio Visual Department, and Library Aides.~~

## 5. Agenda Framework for School Committee Meetings

Comment [12]: Suggested to move after section on Subcommittees

### Guidance from the Chair

*The subcommittee shall review the School Committee meeting agendas from the previous few months and shall recommend either keeping the same framework or making minor changes. This framework shall serve as the template for future meetings.*

### Recommendations

#### Agenda Structure

It is recommended that meeting agendas be structured as follows, with expected times for discussion noted next to each major item:

1. Call to Order
2. Public Comment
3. Announcements from the Chair
4. Superintendent's Report
5. Remarks from the FHS Student Advisory Committee
6. Finance & Operations (includes Bills & Payroll)
7. \*Policy
8. \*Buildings and Grounds Facilities
9. \*Communications
10. \*Teaching and Learning
11. \*Accountability & Student Achievement
12. \*Digital Infrastructure
13. \*Racial Equity and Diversity
14. \*Health and Wellness
15. \*Climate Change, Environment and Sustainability
16. \*Other Business
17. Approval of Minutes
18. \*Approval of Grants/Gifts
19. \*Additional Public Comment (at the discretion of the Chair)
20. \*Executive Session (if needed)
21. Adjournment

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#### Notes

1. The point of the above structure is not to have every item at every meeting, but to ensure that, if we believe these are our major areas of interest and action, they appear on a regular basis in our meeting agendas.

2. All of the items denoted by \* are ones which may or may not appear at any given meeting. The other items recur at all meetings.
3. During the Policy portion of the meeting, the Chair of the Policy Subcommittee will preside over the meeting.

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## **6. Schedule and Topics for School Committee Member Professional Development**

### **Guidance from the Chair**

*The School Committee will plan specific in-service activities designed to assist Committee members in their efforts to improve their skills as members of a policymaking body in order to expand their knowledge about trends, issues, and new ideas. This subcommittee shall recommend topics for professional development sessions in 2020. To control both the investment of time and funds necessary to implement this policy, the subcommittee shall keep in mind fiscal responsibility and other constraints as outlined in School Committee Policy BIBA.*

## **Recommendations**

1. New members should read Nancy Walser's book: "The Essential School Board Book"
2. Annual MASC Conference
3. Additional MASC seminars, division meetings and other events as scheduled.
4. NSBA Annual Conference & Exposition
5. Team building workshops as appropriate
6. Training on Google Apps Suite

## 7. Standard for Written Reports to the School Committee

### Guidance from the Chair

*The Subcommittee shall work directly with the Superintendent and/or his designee(s) and make recommendations to the full Committee on the types and schedule for written reports to the School Committee. The recommendations shall include language on steps to be taken to improve the School Committee website in order to post written reports in a better fashion to ensure accessibility by the public. The subcommittee can also consider how to improve reporting at meetings and/or website posts on School Committee specific data and activities.*

### Recommendations

#### Types of Reporting and Frequency

- Updates from Superintendent
  - Reported at each meeting of the School Committee
- Financial Reporting
  - Reported in full on a monthly basis (in format to be developed by the Finance Subcommittee), with updates as appropriate at each meeting, such as Bills & Payroll
- ~~Facilities Committee~~
  - ~~Status updates reported to all School Committee members at every School Committee meeting~~
- ~~Racial Equity Reporting~~
  - ~~Reported to all School Committee members on monthly basis (in format to be developed by Racial Equity Subcommittee)~~
- Generally, Other subcommittees will work with the FPS administration to arrive at the kind of reporting and frequency which makes sense for the subcommittee's area of focus.

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#### Content/Format of Reports

Since all presentations and other materials given to the School Committee are publicly available and reflect on both the School Committee and the Framingham Public Schools, it is recommended that:

- Reports from the Superintendent and his staff be provided in writing as documents in the meeting packet so that they can be reviewed ahead of time by the School Committee and so that they are more easily referenced in the future. The provision of reports in this manner also provides an opportunity for the School Committee to submit questions by email to the appropriate person prior to the relevant meeting.
- Presentations and other reports be concise but complete.

- Documents, spreadsheets, presentations and other written materials use consistent and professional-looking templates.
- Posted documents should all be in PDF format
- If reports are lengthy, they should include an index and executive summary.
- Verbal presentations should summarize and supplement written materials - not simply reiterate the underlying materials.
- Documents utilized at School Committee meetings need to be readable and accessible to all watching on TV and in the meeting room. The Executive Assistant has guidance available for presenters who need assistance in this area. A link to this guidance appears in Appendix D.
- Major reports should be easily accessible through a new Major Reports link added to the School Committee section of the district website.

### **Organization of Meeting Materials**

It is recommended that within the Google environment we create one Team Drive for the School Committee as well as one for each Subcommittee and Bargaining Team so that access to materials can be controlled appropriately. Within each Team Drive folders can be created as needed—within the School Committee drive we recommend creating a folder for each meeting session with a consistent naming convention (e.g. “2018-01-23 Open Session”). Care should also be exercised so that during development of documents, one set of folders is used and once the documents are complete and approved for publication, they be moved to a set of corresponding public folders. From that location, the administrator can add the document to the appropriate web page, and later retained according to the state’s public records requirements. The key notion here is that we have a proper cycle of content management which ensures that documents can be developed conveniently and collaboratively, reviewed, approved by an appropriate final authority, published, and archived.

**Comment [13]:** Recommended for deletion since we already have this structure in place.

### **Timeline/Workflow for Meeting Materials**

- Reports and other meeting materials will be due to the School Committee administrative assistant by noon three business days prior to the meeting at which the material will be reviewed (e.g. due by Friday at noon for a Wednesday night meeting).
  - After noon three days prior to the meeting, new or updated materials will only be accepted with the consent of the School Committee chair.
  - Except under emergency circumstances and with the consent of the School Committee chair and a majority of the voting members, new or updated meeting materials will not be accepted within 24 hours of the meeting.
- No later than the end of the business day three days prior to the School Committee meeting, the agenda and all supporting documentation will be distributed as follows:
  - All documents will be added to the Google Team Drive in a folder designated for that meeting, with notification provided to the School Committee.
  - All documents will be uploaded to the FPS web site
  - The agenda (which includes a link to the meeting materials) will be sent to the City Clerk’s office for posting.

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- Alternative methods to be made available to the public:

- If you need reasonable accommodations in order to participate in the meeting, contact the FPS Office of Equity, Diversity, and Community Development at 508-782-6890 or jcorazzini@framingham.k12.ma.us in advance of the meeting. While the Framingham Public Schools will do its best to accommodate you, certain accommodations require the hiring of outside contractors who may not be available if requested immediately before the meeting. Alternate formats of meeting materials.

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## **Appendix A - Guiding Directive from the Chair**

### ***Creation of a Temporary School Committee Subcommittee on Rules and Administration January 2, 2020***

*As authorized by the City Charter and School Committee Policy, the Chair is directing the re-establishment of a Temporary School Committee Subcommittee on Rules and Administration. This Subcommittee shall be co-chaired by Mr. Wadland and Mr. Epstein, and will also include two additional members to be named shortly. Mr. Wadland is the lead convener to finalize a date with the other members and the Superintendent, and to facilitate the booking of space, and posting the meeting for the public.*

*This Subcommittee's purview is to make recommendations for:*

- 1. The School Committee's 2020 Meeting Schedule*
- 2. Agenda Framework for School Committee Meetings*
- 3. Seating Assignments for School Committee Meetings*
- 4. Identification of the Schools and Organizations for School Committee Liaisons*
- 5. Recommend Potential Subcommittee(s) of the School Committee*
- 6. Recommend a Schedule and Topics for School Committee Member Professional Development Sessions*
- 7. Update the Standard for Written Reports to the School Committee from the Superintendent and his Senior Staff*

*The Subcommittee will seek feedback from all members on the outlined topics. The Subcommittee shall hold at least one public meeting before reporting back to the full School Committee with written recommendations for discussion at the School Committee meeting scheduled for Wednesday January 29, 2020. At that time the subcommittee shall dissolve unless extended by the chair or full committee.*

#### **Meeting Schedule**

*The Subcommittee shall review the previous School Committee's Detailed Calendar and Year Long Agenda Review documents. The Subcommittee shall work directly with the Superintendent and/or his designee(s) and make recommendations to schedule at least the following items:*

- *Two School Committee meetings per month, avoiding school vacation weeks and avoiding the*



*City Council's plan to meet on the first and third Tuesday of the month*

- *Two budget workshops requested by the Superintendent in February*
- *A tentative date for the public hearing on the annual budget (FPS Policy DBG)*
- *A schedule for School Improvement Plans to be presented from each school (FPS Policies BDFA-E-1 and BDFA-E-2)*
- *Annual required votes (FPS Policies JFAB and JFBB)*
- *A schedule to meet at regularly scheduled School Committee meetings, or at other times, "at least once every other month while school is in session with its student advisory committee" (FPS Policy JIB)*

**Agenda Framework for School Committee Meetings**

*The subcommittee shall review the School Committee meeting agendas from the previous few months and shall recommend either keeping the same framework or making minor changes. This framework shall serve as the template for future meetings.*

**Seating Assignments for School Committee Meetings**

*The subcommittee shall review the seating chart from the 2018-2019 term and recommend any necessary changes for permanent seating assignments for the 2020-2021 term.*

**Identify the Schools and Organizations for School Committee Liaisons**

*The subcommittee shall review the previous School Committee's list and make recommendations for which schools and organizations for liaisons to be assigned. The subcommittee shall not recommend members for each school or organization, as that will be done in a future action. The subcommittee shall draft a description of the role of each liaison by utilizing text from existing policy and/or a previous Rules and Administration Report, or if none exists, create language on the role for each position.*

**Recommend Potential Subcommittee(s)**

*The subcommittee shall make recommendations on which, if any, subcommittees shall be continued and/or established. This subcommittee shall not recommend members for each potential subcommittee, as that will be done in a future action.*

**Recommend a Schedule and Topics for School Committee Member Professional Development Sessions**

*The School Committee will plan specific in-service activities designed to assist Committee members in their efforts to improve their skills as members of a policymaking body in order to expand their knowledge about trends, issues, and new ideas. This subcommittee shall recommend topics for professional development sessions in 2020. To control both the investment of time and funds necessary to implement this policy, the subcommittee shall keep in mind fiscal responsibility and other constraints as outlined in School Committee Policy BIBA.*

**Draft a Standard for Written Reports to the School Committee from the Superintendent and his Senior Staff**

*The Subcommittee shall work directly with the Superintendent and/or his designee(s) and make recommendations to the full Committee on the types and schedule for written reports to the School Committee. The recommendations shall include language on steps to be taken to improve the School Committee website in order to post written reports in a better fashion to ensure accessibility by the public.*

## **Appendix B - Draft Meeting Schedule and Long-Term Agenda**

*Subject to Change*

*All meetings are in the Blumer Room at the Memorial Building unless otherwise noted.  
All meetings have public participation, Subcommittee Reports, as well as a Superintendent's Update portion which includes Budget Status and Student Achievement updates.*

*This long-term agenda was developed by adding all items required by law and policy, a review of all 2012-2019 agendas, compliance with the Rules and Administration Report, member requests, and efficiency.*

*All meeting materials shall be available on the School Committee's website three business days before the meeting.*

### **February 5**

- Second Reading on the Proposed 2020-2021 School Year Calendar
- Transportation Updates on the December Letter to Durham
- School Committee Goals and Objectives
- FY21 Capital Plan Revisions
- Annual Review of the Framingham Fuel Efficient Vehicle Replacement Plan (Policies EEBA and EEBA-E)

### **February 26**

- Student Advisory Committee Presentation
- Impact of the Student Opportunity Act on FPS
- FY21 Budget Discussions
  - Budget Book Methodology and Structure
  - Bus Fee Review (Policies EEAA and JQ)
  - Athletic Fee Review (Policy JQ)
  - Summer Programming Review (Policy ICHA)
  - FHS Parking Fee (Policy JQ and Regulation JQ-R-3)
  - School Committee Department Budget, including the Annual Review of School Committee Memberships and Subscriptions (Policy BK)

#### **March 4**

- FY21 Budget Discussions
  - Personnel and Contractual Obligations
  - Teaching and Learning
  - Supplies and Equipment
  - Utilities and Maintenance
  - Contracted Services
  - Budget Reserve
  - Community Eligibility Program for Food Services
  - Revolving Accounts
- Report on Necessary Renovations to Hemenway Elementary School
- Report on Future Elementary School Location Study

#### **March 17**

- Joint Meeting with the City Council and State Legislators

#### **March 18**

- Superintendent's FY21 Budget Recommendations Presentation
- Public Hearing on the FY21 Budget Proposal
- Vote on the FPS Plan for the Student Opportunity Act
- Report on High School Space Study
- Status Report and Evaluation of the Junior Privileges Pilot Program
- School Improvement Plans and Student Handbooks

#### **March 25**

- *Hold for extra FY21 budget meeting if necessary*
- School Improvement Plans and Student Handbooks

#### **April 1**

- Vote on the FY21 FPS Budget
- Public Hearing and Vote on Massachusetts Inter-District School Choice Program (Policy JFBB)
- State School Choice
- Annual Report on the Condition of Schools - April Must be filed by April 30
- School Improvement Plans and Student Handbooks

### **April 15**

- Student Advisory Committee Presentation
- School Improvement Plans and Handbook Votes
- Student Advisory Committee
- Policy BK (SC Memberships) April Required annually by policy
- School Improvement Plans and Student Handbooks

### **May 6**

- School Improvement Plans and Handbook Votes Continued
- Review Athletic Handbook
- Annual Vote on FPS Athletic Handbook
- Set Process to Annually Evaluate the Superintendent by the end of June
- Nominations for the MA Association of School Committee's Awards and Resolutions
- School Improvement Plans and Student Handbooks

### **May 20**

- Report on Long-Term Facilities and Enrollment Planning / Joint Meeting with Planning Board and/or Community & Economic Development and/or Planning Board Staff on Population/Enrollment
- Nominations for the MA Association of School Committee's Awards and Resolutions Continued
- School Improvement Plans and Student Handbooks

### **June 3**

- Vote on the School Committee's appointment to the Strategic Initiatives and Financial Oversight Committee
- Progress Report on the Superintendent's 2019-2020 School Year Goals
  - Summative Evaluation Responses for the Superintendent's Evaluation Due to the Chair six days after this meeting on June 9
- End of FY Close Out Actions (if necessary)
- Student Advisory Committee
- Summer Programming

### **June 17**

- Student Advisory Committee Presentation
- End of FY Close Out Actions (if necessary)
- Review of Old Executive Session Minutes
- Recognition of Retirees

#### **July 1**

- TBD

#### **July 15**

- Report on School Safety and Security

#### **August 5**

- Presentation on the Superintendent's 2020-2021 School Year Goals

#### **September 2**

- Vote on the Superintendent's 2020-2021 School Year Goals
- MASC Delegate and Alternate

#### **September 16**

- Preliminary Enrollment Statistics for the 2020-2021 School Year
- School Committee Goals
- LGBTQ History Month - For the month of October

#### **September 30**

- ACCEPT Collaborative - Vote to remain member
- Professional Development

#### **October 7**

- DESE Submitted Enrollment Statistics for the 2020-2021 School Year
- FY22 Capital Budget Presentation and Vote to Submit FPS Request to Mayor

- Vote to Appoint a Voting Member and Alternate to Represent School Committee at the MA Association of School Committee's Annual Meeting, and Vote to direct them on how to vote on Resolutions

#### **October 21**

- Student Advisory Committee

#### **November 4**

- Capital Budget

#### **November 18**

- TBD

#### **December 2**

- Review of Old Executive Session Minutes
- Potential Vote on MassBay Community College's Lease of the Farley Building

#### **December 16**

- Mid-Year Report on the Superintendent's Goals
- Annual Evaluation of the School Committee's Executive Assistant
- Student Advisory Committee

#### **Additional Topics to Be Scheduled**

##### *Facilities*

- Solar Projects and Power Purchase Agreement Options at FPS Sites
- Updates from the School Building Committee on the Fuller Middle School Building Project
- Turf Field Option for the New Fuller Middle School Building Project

##### *Technology*

- Data Dashboard Presentation on FPS Statistics

#### *Human Resources/Professional Development*

- Report on Diversity Hiring
- Vote on Unit C Collective Bargaining Contract

#### *Diversity and Equity*

- Next Recurring Report on Diversity by the Office of Equity, Diversity, and Community Resource Development
- Report on Equity Audit Results in 2020
  - Discipline Data Review and Next Steps
  - Special Education Data Review and Next Steps

#### *Financial Management*

- Report on Annual Audits

#### *Student and Academic Achievement Update Topics*

- Status Report on Collective Turnaround Plans
- Pathway to Calculus (particularly underserved students)
- Highest Performing Classes & Demographic Breakdown
  - How are students of color challenged/class selection process
  - Leveling Up
- Middle School to High School Leveling Increase/Access to Honors Programming
- Percentage of students who are literate by Grade 3 & Allocation of resources
- Dropout Predictors
- Report on Math in FPS - may be a written report
- Report on SAGE and Universal Screening

#### *Other*

- FPS Strategic Plan Approval
- Narcan Training - Requested by Framingham FORCE
- Impacts of Adult-Use Marijuana Stores in MetroWest
- Junior ROTC
- Discussion with Framingham Legislative Delegation/Legislative Strategy Discussions
- Student Advisory Committee Presentations (approximately every two months during the school year)
- Census Count Efforts with FPS
- Presentation by Framingham Special Education Parent Advisory Council
- Presentation by Bilingual Parents Advisory Council
- Presentation by Framingham Families for Racial Equity in Education
- Presentation by Framingham Parent Teacher Organization Council



**Training/Workshop Dates TBD**

- Superintendent's Workshop on Understanding Student Accountability and Performance - September 2020
- MA Association of School Committee Annual Meeting - November 2020
- Annual Self Evaluation Workshop

## **Appendix C - Guide on Subcommittee Operations**

### **Scheduling the Subcommittee Meeting**

- Check/Have Joanna Check with all members on dates available
  - Invite/have Joanna invite any Central Office/others to be included
    - If there attendance is critical involve them in checking dates
- Create Agenda
  - Needs to include location and address and times, as well as any anticipated topics that are going to be discussed
- Have Joanna Book Location
  - Make sure to note if any special accommodations needed-projector, etc
- Agenda needs to be posted 48 hours prior to the meeting
  - City Hall's hours vary, the times they require posting by are:
    - Monday, Wednesday, and Thursday by 3:30pm
    - Tuesday by 5:30 PM
    - Friday by 12:30 PM
- Create Team Drive with all relevant materials
  - Get all materials from Central Office staff, etc beforehand as well to share (or have Joanna help with this)
  - Share with members two days prior to meeting
  - Share with Joanna so she may post materials on website

### **During the Meeting**

- A Quorum is needed to open the meeting
  - 3 members in a 4 person subcommittee
  - 2 members for negotiation subcommittees
- To Begin the Meeting the Chair will:
  - Start recording (make sure the chair specifically says while the recorder is on that the meeting is being recorded and will be online per committee policy so people are aware and the OML is followed)
  - Call the Meeting to order
    - This does not need to be done as a motion unless going into an Executive Session such as with negotiations
  - Read over the agenda (OML requirement)
- Can only discuss items that are listed on the agenda
- Need a motion, second, and vote to adjourn

### **After the Meeting**

- Turn off the recorder when the meeting adjourns
- Recordings need to be posted within 3 business days of the meeting
  - Can either send Joanna the recording after review or give her the recorder to upload
- City Bylaw is to send all minutes (approved or draft) within 45 days of the meeting
- Open Meeting Law says minutes need to be approved in a timely manner

- ❑ Which is described by the AG as in the next 30 days or next 3 meetings, whichever is later
- ❑ Minutes must include a list of all documents used at meetings, including those referred to. You do not need to attach these items to the minutes.
- ❑ Minutes are to be approved in subcommittee meetings. Should be sent with all other material ahead of time for review and edits.
  - ❑ Joanna helps with posting with the Clerk and on the website
- ❑ Need to add any additional materials brought and discussed at the meeting to the Team Drive and to Joanna to post on website
- ❑ Template of minutes below on what needs to be included
- ❑ Each negotiation meeting also require minutes. As those are usually executive sessions, work with Joanna on the legal reviews before votes



\_\_\_\_\_ Subcommittee  
Location and Address  
Date and Time Scheduled  
  
Open Meeting Minutes

**PRESENT:**

**ABSENT:**

**OTHERS PRESENT:** *(Such as Central Office, City staff)*

---

The Chair called the meeting to order at p.m.

Call to Order

Public Comment

Discussion of Agenda topics *(can rename for what the actual topics are)*

Adjournment

**Motion:** To adjourn. **Moved:**                      **Seconded:**      **Vote:**  
Meeting adjourned at p.m.

Meeting Materials

Agenda

*Need to list all materials discussed at the meeting - which should also be in Team Drive and on website*

**Appendix D: Guidance on Presenting to the School Committee**

[Presenting to the School Committee](#)