

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

**LOGO**

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

**Geoffrey Epstein, Co-Chair**

**Name TBD**

**Name TBD**

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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.

**Comment [1]:** Consider recommending in your final report that this subcommittee be automatically reestablished at the start of each two year term to review the past operations and activities, and continue to make improvements.

The subcommittee was charged with making recommendations for the following:

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

The full subcommittee met on Wednesday, January 10th and on Thursday, January 18th. An additional meeting was held on January 16th with Scott Wadland, Geoffrey Epstein, Dr. Robert Tremblay and Nancy Piasecki (Executive Director for the Office of the Superintendent) in attendance. Input was also sought from all other School Committee members and has been incorporated into this document.

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

## 2. ~~20~~2018 Meeting Schedule

### Guidance from the Chair

The Subcommittee shall review the previous School Committee's Detailed Calendar and Year Long Agenda Review documents ~~from the September 5, 2017 meeting~~. 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~~ ~~three to four hour~~ Superintendent's 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)

A draft long-term agenda for the subcommittee's consideration is attached in Appendix B.

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### 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.

A full ~~long-term agenda~~ calendar with proposed School Committee meeting ~~dates as well as planned City Council and School Building Committee meetings~~ is included in Appendix B.

#### ~~Budget Meeting Timeline~~

- ~~Superintendent's Budget Workshops~~
- ~~February TBD Monday 2/26~~
- ~~February TBD~~
- ~~Budget Summit with Mayor, City Council TBD~~
- ~~Tuesday, 3/13~~
- ~~Public Budget Hearing~~
- ~~Week of March 18<sup>th</sup> at standing School Committee meeting~~

Comment [2]: Deleted as this is in the long-term agenda draft

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• ~~School Committee Vote on Budget~~

○ ~~Week of April 1st2nd at standing School Committee meeting~~

### **Recurring Topics/Votes**

Appendix C includes a list of specific meeting topics and votes that must take place at a certain time of the year due to policy or other considerations. As a next step, it is recommended that this list be reconciled with the “year long agenda” which was put together by the previous School Committee administrative assistant so that meeting agendas can be established appropriately.

**Comment [3]:** Incorporated into the long-term agenda draft in Appendix B

### 3. Agenda Framework for School Committee Meetings

#### 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 7:00-7:05
2. Public Comment 7:05-7:20
3. Announcements from the Chair 7:20-7:25
4. Superintendent's Report 7:25-7:45
5. \*Finance & Operations (includes Bills & Payroll)
6. \*Policy
7. \*Facilities
8. \*Communications
9. \*Accountability & Student Achievement
10. \*Digital Infrastructure
11. \*Racial Equity
12. \*Other Business
13. Approval of Minutes
14. \*Approval of Grants/Gifts
- ~~15. Executive Session (if needed)~~
15. Additional Public Comment (if requested)
16. Adjournment

**Comment [4]:** Consider offering an opinion on the use of consent agendas for these topics.

**Comment [5]:** Unless the specific reasons are posted on the agenda 48 hours in advance, this section isn't relevant and has been deleted in recent months.

##### Notes

1. The point of the above structure is not to have every item 5-10 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. Prior use of items like Discussion & Action Items are so generic as to be not much use, as discussion more often than not in the past has occurred around other agenda items, and votes have also been taken in relation to other agenda items.

4. Bills & Payroll has been moved into Finance & Operations where it naturally belongs.

5. Meeting with the Public has been replaced by Public Comment, as there actually is no meeting with the public, just their comments.

6. The virtue of the above structure is that it supports the more detailed, separate activity of creating the full year long calendar, with each meeting agenda clearly laid out with all its items. In such an effort, all of the recurring items can be assumed, but the meeting to meeting agenda items in the list 4-10 filled in following a plan to meet the goals which reflect the major interests and actions of the School Committee. Thus at a glance anyone can see what the areas of major interest for FPS and the School Committee are in any given meeting. It will take some effort to create this fully fledged calendar but with the above structure, we have a template to work from.

7. Some School Committees take further public comment at the end of meetings. In the situation where all public comments cannot be heard in the 15 minutes at the start, it might be a good idea to add a second public comment item at the end of the meeting to ensure that the public is fully heard.

## 4. Seating Assignments for School Committee Meetings

### Guidance from the Chair

~~The subcommittee shall review the seating chart from the January 3, 2018 2019 meeting term and recommend any necessary changes for permanent seating assignments for the 202018-20219 term.~~

**Comment [6]:** Consider deleting if the seating situation is concluded before this subcommittee meets

### 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.

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## 5. 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.
- 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
- ~~Town-City~~-Wide PTO
- FHS Student Advisory Committee

**Comment [7]:** MASC discontinued this Task Force

**Comment [8]:** The Superintendent discontinued this committee

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**

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.”

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

City-Town-Wide PTO is the umbrella parent-teacher organization for all the Framingham Schools.

Comprised of representatives from each school's PTO, City-Townwide 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-Town-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.”

## 6. 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

Note that the descriptions of what each subcommittee does are first drafts and, as such, are open to improvement as the subcommittees are finalized. **The list of recommended subcommittees is:**

- Policy
- Finance & Operations
- Facilities
- Accountability & Student Achievement
- Communications
- Racial Equity
- Digital Infrastructure

In arriving at this list we examined 24 other school districts in Massachusetts and found that the number of subcommittees varies a great deal, but that the set proposed above is quite reasonable. For the data, please see Appendix D .

It is recommended that the Framingham School Committee utilize the following subcommittees:

- 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.
- 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*

**Comment [9]:** This is the 2018 list to be evaluated and updated as necessary

*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.”*

The subcommittee shall review the FY18 budget book and make recommendations as appropriate for any improvements needed for the FY19 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 service, SPED, and bus transportation. This subcommittee should be moved from being a standing committee to a regular subcommittee, as once the appropriate reporting and improvements have been developed, it may stand down, much as the other committees may, such as Communications.

- 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 track current and projected student enrollment both at the district level and on a school by school basis, 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.

- 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.

- 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.

- Racial Equity - 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.
- 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.

### General Recommendations

Across all subcommittees, it is generally recommended that:

- 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.

● The Executive Assistant has prepared a draft guide on Subcommittee operations to help chairs and members participate in effective subcommittee meetings. This guide can be used by the full committee and/or Rules & Administration Subcommittee as necessary.

**Comment [10]:** Consider if the Temporary Subcommittee should determine when materials for subcommittee meetings should be made available to members and the public, such as what is done for other meetings.

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## Bargaining Teams

~~Although not technically subcommittees,~~ 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 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,~~

**Comment [11]:** For the immediate future, a joint Unit A, S, and T Subcommittee may be needed before the end of January, and the chair would appoint that temporarily. It would take the Unit A Subcommittee from last year and expand the scope to S and T, as the FTA would like a subcommittee discussion on those three units soon. This is how they propose to use Article 39 in the Unit A contract - a meeting with a subcommittee to check in on contract implementation and potential side letters

**Comment [12]:** Unit membership descriptions were updated in this section to reflect changes to the recognition clauses in the latest contracts

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~~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.~~

## 7. 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 20~~2018~~. 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. Nancy Walser workshop at FPS on January 27: “The Essential School Board Book”
2. Annual MASC Conference in Hyannis, MA; November 7-10, 2018 1
3. MASC Summit on Poverty, March 9, 2018
4. Additional MASC seminars, division meetings and other events as scheduled.
5. NSBA Annual Conference & Exposition, April 7-9, 2018, San Antonio, TX  
( <https://www.nsba.org/conference> )
6. Learnlaunch Across Boundaries, February 1-2, 2018; Hynes Convention Center, Boston  
( <http://learnlaunch.org/2018conference/> )
7. Team building workshops as appropriate
8. Training on Google Apps Suite

**Comment [13]:** This is the 2018 list to be evaluated and updated as necessary

## 8. 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 monthly basis (in format to be developed by 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)
- 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.

#### 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.

• 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.

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## 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, ~~and then~~ published, and archived.

## 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

- Both the agenda and the "agenda packet" will be sent to the City Clerk's office for posting.

- ~~○ The meeting materials will be printed and made available to those School Committee members who previously requested printed meeting materials, although it is strongly recommended that the School Committee move away from printed meeting materials as soon as possible and consider using School Committee funds to provide Chromebooks to those members who do not have personal electronic devices to use.~~

**Comment [14]:** Work with the Executive Assistant to clarify when FPS staff need to submit materials to her in order to meet the Friday deadline for the website and drive

**Comment [15]:** Discuss with the Executive Assistant, as there was a technical issue and this could not be done. Instead, the URL to view all SC meeting materials was added to all SC meeting agendas.

## Appendix A - Guiding Directive from the Chair

### ***Creation of a Temporary School Committee Subcommittee on Rules and Administration January ~~23~~, 20~~20~~18***

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 ~~Ms. Maskell and Ms. Pasqual~~. 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 20~~20~~18 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 ~~Draft a~~ 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 ~~Tuesday~~ January 2~~9~~3, 20~~20~~18. 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 ~~from the September 5, 2017 meeting~~. 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 Superintendent's A ~~three to four hour~~ 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 ~~January 3, 2018-2019 term meeting~~ and recommend any necessary changes for permanent seating assignments for the ~~2018-~~2019 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 ~~2018~~. 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 - Meeting Schedule 2018**

**DRAFT PENDING SCHOOL COMMITTEE REVIEW IN  
2020**

**2020 Long-Term Framingham School Committee Agenda  
Subject to Change**

**All meetings are in the Blumer Room at the Memorial  
Building unless 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 are available on the School  
Committee's website three business days before the meeting**

**January 2, 2019 - Organizational Meeting at the Start of the  
New Two Year Term for Members**

- **Election of Chair, Vice-Chair, and Clerk**
- **State Ethics Law and Open Meeting Law Compliance**

**January 15**

- **Student Advisory Committee Presentation**

- Strategic Initiatives and Financial Oversight Committee
- Status Update on the Superintendent's Goals
- Overview of the FPS and Policy Subcommittee's Policy Development Processes
- Impact of the Student Opportunity Act on FPS (or January 29)
- Appointment of Warrant Signers (Policy DGA)

### January 29

- Annual Report on ACCEPT and TEC Collaboratives
- Presentation on the Proposed 2020-2021 School Year Calendar
- Rules and Administration Subcommittee Report Presentation
- School Committee's Long-Term Agenda

### February 5

- Vote 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
- 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 18

- Superintendent's FY21 Budget Recommendations Presentation
- Public Hearing on the FY21 Budget Proposal
- Report on High School Space Study
- Status Report and Evaluation of the Junior Privileges Pilot Program

### March 25

- Hold for extra FY21 budget meeting if necessary

### April 1

- Vote on the FY21 FPS Budget
- Public Hearing and Vote on Massachusetts Inter-District School Choice Program (Policy JFBB)

### April 22

- Student Advisory Committee Presentation
- School Improvement Plans and Handbook Votes

## May 6

- School Improvement Plans and Handbook Votes Continued
- 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

## 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

## 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)

### June 17

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

### 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

### September 16

- Preliminary Enrollment Statistics for the 2020-2021 School Year

### September 30

- TBD

### 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 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

- TBD

## November 4

- TBD

## 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

## 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 - Recurring Topics/Votes**

**Topic/Vote When Comments**

- MASC Delegate and Alternate September, 1st meeting
- LGBTQ History Month September, 2nd meeting For the month of October
- School Committee Goals September
- ACCEPT Collaborative September Vote to remain member
- Student Advisory Committee October
- Professional Development Fall Required annually by policy
- Capital Budget
- FY19, March, 1st meeting FY20, November, 1st meeting
- Student Advisory Committee December
- School Year Calendar January, 1st meeting To review
- School Year Calendar
- January, 2nd meeting \*This year with the transition we will vote on the 2018-2019 calendar at the second February meeting
- To approve
- School Committee Meeting Calendar
- January, 2nd meeting

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**Comment [16]:** Consider if this should be merged with the draft long-term agenda in Appendix B, which incorporated all of this.

School Fees January Typically during budget process

Student Advisory Committee February

Policy EEBA, EEBBA-E (Fuel Efficient Vehicles/Replacement Plan)

February Required annually by policy

Annual Report from TEC and ACCEPT Collaboratives

February, 1st meeting

School Improvement Student Handbooks

Plans and

March, both meetings

State School Choice April, 1st meeting

**Topic/Vote When Comments**

Student Advisory Committee April

School Student Improvement Handbooks

Plans and

April, both meetings

Policy BK (SC Memberships) April Required annually by policy

Annual Report on Condition of Schools

April Must be filed by April 30

School Improvement Student Handbooks

Plans and

May, both meetings

Review Athletic Handbook May

Typically same night as FHS School Improvement Plan

Recognition of Retirees June, 2nd meeting

Student Advisory Committee June

Summer Programming June Required annually by policy

Evaluation of Superintendent TBD based on contract

## **Appendix D - Subcommittee Data from Other Districts**

An examination of 24 district websites yielded the following data. Seven districts had no information on their websites. There is a wide variation in subcommittees, with Policy and Finance being the two most common subcommittees. It seemed that the subcommittees deployed reflected the actual problems the districts were working on and their specific priorities.

### **District Data on Subcommittees**

#### **District Subcommittees**

Framingham Policy, Finance, (Communications) , ...

Arlington Policy, Finance, Accountability/Curriculum/Instruction/Assessment,

Community Relations, Facilities, School Enrolment

Ashland Policy, Recognition, Safety, Wellness

*Bedford No information*

Belmont Policy, Finance, Curriculum & Instruction

*Boston No information*

Brookline Policy, Finance, Negotiations, Capital Improvements, Curriculum

Carlisle Policy, Finance, Facilities

Concord Policy, Finance

Hopkinton Athletic Field, Screening

Lexington Policy, Finance, Quarterly Curriculum Updates, School Capacity &

Redistricting, Superintendent Evaluation, Diversity

Lincoln School Buildings

*Lowell No information*

Marlborough Policy, Negotiations

*Natick No information*

**District Subcommittees**

Newton Policy, Facilities, Negotiations, Equity

Sudbury Policy, Finance, Negotiations, Communications, Special Education,  
School Start Time

*Waltham No information*

Watertown Policy, Finance, Buildings & Grounds, Curriculum, Athletics

Wayland Policy, Finance, Superintendent Evaluation

*Wellesley No information*

*Westborough No information*

Weston Policy, Finance, Facilities, Start Time/Scheduling

Worcester Accountability & Student Achievement, Finance & Operations,  
Governance & Employee Issues, Teaching Learning and Student Supports

**Possible Framingham Sub Committees**

- Policy (current/standing)
- Finance & Operations (Finance is current/standing)
- Communications
- Facilities (B&G current)
- Racial Equity
- Health & Wellness
- Accountability & Student Achievement
- Digital Infrastructure
- Negotiations