

# CAMBRIDGE SCHOOL COMMITTEE SPECIAL MEETING/ROUNDTABLE

Royal Sonesta, 40 Edwin Land Boulevard, Cambridge, MA  
(Longfellow A)

Tuesday, April 25, 2017

5:00-9:00 PM

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Called for the purpose of focusing on goal setting and district-wide planning for 2017-18 and beyond, and any other business that may properly come before the Committee.

Members Present: Ms. Bowman, Ms. Dexter, Mr. Fantini, Mr. Harding (~~ABSENT~~), Ms. Kelly (~~ABSENT~~), Ms. Nolan and Mayor Simmons

Also Present: Dr. Salim, Superintendent of Schools; Dr. Turk, Deputy Superintendent; Dr. Likis, Chief Planning Officer; Mr. Maloney, Chief Operating Officer; Mr. Clark, Educational Liaison to the Mayor; Ms. Martin, Executive Secretary to the School Committee; Ms. Beard, Confidential Secretary to the School Committee; Student School Committee Members Mari Gashaw and Paul Sullivan

Facilitator: Janet Grogan from the Mediation Group (TMG)

Mayor Simmons in the Chair.

A quorum of the School Committee being present, the Chair called the meeting to order at 5:08 PM.

Mayor Simmons read the call of the meeting and mentioned that this was a follow-up to a School Committee Retreat held last August to talk about shared aspirations and goals for the students of this district.

Mayor Simmons introduced and welcomed Janet Grogan, Consultant with the Mediation Group.

Mayor Simmons turned the meeting over to Ms. Grogan and Dr. Salim.

Janet Grogan briefly explained her consultant work with the Mediation Group. She shared that her job tonight is to keep this meeting moving, to help keep people on task and to be a timekeeper. She indicated that she is not a content expert. This is really the work of the School Committee and the senior administrators.

Mr. Harding joined the meeting at 5:20 pm.

Dr. Salim distributed the agenda for this meeting (on file in the School Committee Office). He explained the format of this meeting and briefly framed the work done since the retreat held last August.

Mayor Simmons thanked Sandra Albano for helping to pull this meeting together. She also welcomed Ms. Martin back and acknowledged Ms. Beard for her work as Interim Executive Secretary during Ms. Martin's absence.

Dr. Likis noted that they will be focusing on the outcome measures at this meeting and will be assigning specific targets at a later date. They will also be doing work on data analysis.

Mayor Simmons shared her hopes that the School Committee can have a model going forward and that they will take practice from this and continue to look at and access this at the beginning of every new term.

Ms. Grogan explained strategic planning vocabulary using the following chart:



Ms. Grogan spoke of the School Committee Norms adopted in 2015 (on file in the School Committee office) and highlighted certain areas from the Norms listed below. She asked if the Members wanted to add anything to this list.

- Respectful
- Collaborative
- Focus on issues
- Strive to reach consensus
- Bring best intention and open mind
- All work is to benefit students
- Support the Committee and each other

Mr. Harding asked for clarification on what the outcome of this meeting would be noting that the Committee needs a set of goals that are aligned to the budget priorities of the district. Dr. Salim clarified that under the Superintendent's evaluation process; there are Superintendent's individual goals, professional practice goals, student learning goals and district goals. The district goals are the same for the Superintendent as well as the district. He has been trying to have the district goals be synonymous with the School Committee goals and the Superintendent's individual goals. He noted that the discussion at this meeting would be to determine what the categories of measure would be to monitor our progress in meeting the strategic objectives. Dr. Salim shared that the goal for tonight would be to come up with an initial set of outcomes related to the strategic objectives to be brought back to the district planning team to incorporate into the multi-year district plan.

Dr. Salim confirmed that strategic objectives and goals are the same thing.

Dr. Salim spoke of the path they have been on since last August in the development of the strategic objectives. He spoke of the Committee's brainstorming ideas developed from the retreat last August. He indicated that these ideas were helpful to him during his entry process and in the development of the strategic objectives.

Dr. Salim distributed the draft strategic objectives (on file in the School Committee office).

### Draft Strategic Objectives

1. **Equity and Access:**  
Provide all students with opportunities to engage in rigorous learning experiences that are grounded in cultural proficiency principles and are student-centered
2. **Support for the Whole Child:**  
Support schools, educators, and leaders through effective professional learning to provide tiered academic, social, emotional, and behavioral support for every student
3. **Innovation and Partnerships:**  
Enhance and expand innovative programs and practices that build on collaboration with families and community partners
4. **Implementation and Progress Monitoring:**  
Ensure resources and time for successful implementation and regularly measure progress towards meeting benchmarks and goals in multiple ways

Dr. Salim shared that from the January to February timeframe, they engaged in a planning process which was more inclusive. The district planning team did not have student representatives or a range from geographic regions of schools and didn't include Committee members. Now it is a 31 member team and includes students from CRLS; a recent CRLS graduate; parents from schools across the City; Committee Members Bowman, Fantini, and Nolan; teachers and other City representatives so that they may gain as many perspectives as possible. This team convened at the end of February. The charge of this team is to work on developing this multi-year district plan.

Dr. Salim noted that we will be looking at all of the data which has come out of the analysis and making revisions to the draft strategic objectives. As we continue to work with the inclusive district planning team, there is also a team of principals and coordinators doing some of the planning work. The inclusive district planning team will be meeting again in May and at the end of this, we will be able to generate a draft district plan to present to the School Committee on June 6<sup>th</sup>. On June 13<sup>th</sup>, we will share the draft plan at a town hall meeting to gather feedback from the public. On June 20<sup>th</sup>, the second reading of the draft district plan will be presented to the School Committee for a vote so they can commence the real implementation planning over the summer. On June 26<sup>th</sup>, the administration will hold a retreat with principals, assistant principals, deans, coordinators and other cabinet members so that they can begin that planning before people disperse for the summer. Dr. Salim talked about sharing this work in the fall with the community. He will also have a printed version for distribution and as well as online accessibility. They are looking at this as a 3 year district plan and they are crafting a one year action plan so they can make adjustments if necessary.

Dr. Likis added that the plan combines the vision for the future and the analysis of current context and why we are where we are right now and looking outside ourselves for evidence based strategy elsewhere.

Ms. Nolan is concerned that #1 equity and access under the Draft Strategic Objectives states to provide all students with opportunities to engage in rigorous learning experiences but if students are not succeeding, we need to say clearly that we provide them with an opportunity to excel and to succeed. Dr. Salim noted that how we measure it will be about the achievement part. Mr. Fantini added that we have to talk about the value of having high expectations for the students and about our belief systems.

Ms. Kelly joined the meeting at 5:55 pm.

Ms. Dexter asked if the School Committee had a mission statement. Mayor Simmons noted that we had one from 2012. Mayor Simmons noted that the question is does the School Committee want to change that mission statement.

At 6:04 pm, Dr. Likis organized the Members and the administrators into 3 small groups for an “Outcomes Workshop” to discuss the outcome measures which are the data sources which we want to use to measure the success of our plan. Each group will be focused on outcomes for one objective and will list their suggested ideas on chart paper.

Dr. Likis informed the group that the guiding question is:

- What outcome measures will help us best measure the success of our vision in this area?

Dr. Likis gave each group the following instructions:

- Identify 4-8 outcome measures (such as attendance rate or teen health survey) that your group believes to be of highest priority
- Don't worry about setting specific targets (such as 2%)
- Feel free to identify outcomes for data we are not currently collecting

Group #1, Manikka Bowman, Kathleen Kelly, Mari Gashaw and Carolyn Turk: Strategic objective related to whole/individual child (social-emotional, intervention, special education)

Group #2, Patty Nolan, Emily Dexter, Paul Sullivan and Jim Maloney: Strategic objective related to community, partnerships, innovation

Group #3, Fred Fantini, Richard Harding, Mayor Simmons, and Superintendent Salim: Strategic objective related to academics, cultural proficiency, equity and access

The Chair called a recess at 6:55 PM for a dinner break.

The time for recess having expired, the Chair returned to the regular order of business at 7:18 PM.

Ms. Grogan asked a representative from each of the 3 groups to make a presentation from the “Outcomes Workshop” and discussion followed after each presentation.

After all 3 presentations were made, Ms. Grogan handed out red dot stickers for the Members to use to prioritize and rank on each group's chart the outcome measure that they think is the most important. The red dot stickers are indicated by red asterisks below.

**Group #3, Strategic objective related to academics, cultural proficiency, equity and access**

Mr. Harding presented and explained the outcome measures suggested by Group #3:

Equity & Access Outcome Measures

\*\*\*\*\*  
3<sup>rd</sup> Grade Reading Proficiency  
Achievement gaps & performance

\*\*\*\*\*  
8<sup>th</sup> Grade Math Performance  
Achievement gaps & performance

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College attainment & persistence  
Placement in non-remedial coursework  
FAFSA completion

**\*\*** Participation in cultural proficiency learning/training (pre/post beliefs, practice)

Discipline/ Suspension data – proportionality

Relationship - students + meaningful connection with adult family + school – school climate

**\*** AP Honors enrollment – proportionality

**\*** Accounting for every student accessing opportunities (STEAM)

### **Group #2, Strategic objective related to community, partnerships, innovation**

Ms. Dexter presented and explained the outcome measures suggested by Group #2:

#### Family

1. Base Line Family Survey/ Satisfaction
2. Measurement (s) of Family Participation  
e.g. School Council – Parent Conferences – Parents have a contact to talk to in school (using technology)  
as measured across all demographic groups

**\*\*\*** Teacher/Family Contact by Various Means – phone/visit/email/text/ etc.

#### Community Partners

1. Inventory of existing partnerships
2. **\*\*** Clarifying Role/Goals = Training Alignment with CPS
3. Roster of Student Involvement by Partnership
4. Common Evaluation Practices with Explicit Expectations
5. **\*\*\*** Criteria for Addition of New Partnership

#### CPS Educators and Staff from Community

#### Community Involvement

1. Measure of Student Involvement in Community
2. **\*** Wide Range of Involvement with Community Resources such as Universities/ Non Profits/ Corporates – e.g. define rigor, AP Standards, etc. College readiness
3. Attendance at Career and College Days across ALL Demographic Groups

4. \*\* # of Work Internships and Jobs/Certifications
5. Robust mix of culture in greater community
6. Student Field Trips

Innovation Enhance and Expand

1. Incenting and Measuring - teacher innovation as reported by teachers
2. \*\*\*\* Incenting and measuring student innovation  
1&2 include student and teacher surveys, student innovation lab
3. \* Connection to Best Evidence Based Practices
4. Inventory / Record of Major innovations
5. Review and make adjustments if needed or abandon

**Group #1, Strategic objective related to whole/individual child (social-emotional, intervention, special education)**

Ms. Kelly presented and explained the outcome measures suggested by Group #1:

\* Family Survey: Interaction of general education and special education students/families across advanced learners too (via School Council?)

\*\*\*\* Evaluate Special Education referrals by student group (gender, demographic, race/ethnicity) (and types of disabilities plus set targets for improvement if necessary)

Whole Child

SELF ASSESSMENT OF CLASSROOM EXPERIENCE

\*\*\* Adopt Goal based norms for student engagement in the classroom and synergy between student/teacher (at classroom level) (develop district wide shared norm?)

\*\* Implementation of restorative justice practices thru-out district  
(SUSPENSION RATES + CAUSES/REFERRAL RATES, SAFETY NET)

\*\* Inclusiveness training across spectrum – general and special ed  
Participation rate

\* Creating space for emotional support divorced from traditional services (teen health survey)

\*\*\* Measuring inclusive practice in classroom

Instructional Practices

Student survey data on effectiveness of practices and interaction of general education and special education

Paul Sullivan left the meeting at 6:49 pm.

Janet Grogan stated that she will compile the Members' outcome measures charts and submit to the Superintendent and Dr. Likis for distribution to tonight's participants.

Ms. Grogan began a brainstorming session on setting School Committee professional practice goals. The Members suggested the following professional practice goals:

Brainstorming professional practice goals by Committee

- How do you improve
- Professional practice/ development
- Self evaluation
- Use of norms
- Institutionalize planning process
- Look at our own cultural proficiency
- Way to transition norms, governance role, Rules of School Committee
- Appropriate substantive training
- Analyze roles/efficiencies
- ID who and how – working relationships
- Schedule Sub-committee meetings ahead of time
- Understanding of division of labor

Mayor Simmons thanked everyone for their hard work and participation tonight and added that she hopes they will be committed to moving this forward. Mayor Simmons shared that another meeting will be planned to complete the next step.

Adjourned (8:55 PM)

Judith T. Martin  
Executive Secretary to the School Committee

**Distributed Back-up Documents** (copies on file in the School Committee office):

- ✓ Agenda
- ✓ Draft Strategic Outcomes
- ✓ School Committee Norms