

# Sudbury School Committee Handbook



## **Mission:**

The Sudbury Public Schools strive to enable all students to reach their intellectual and personal potential. The school system, in partnership with families and the community, will work with integrity and respect to realize the shared vision of enabling students to become lifelong learners and effective contributors of society.

## **Vision:**

We are committed to excellence in educating students to be knowledgeable, creative, independent thinkers who are caring collaborative members of the school and wider communities.

**PRIDE - EXCELLENCE - UNITY**

Approved: October 3, 2022  
Amended: November 3, 2025  
March 2, 2026

## **Introduction**

The purpose of this Handbook is (1) to guide Committee members regarding their responsibilities as elected public officials, (2) to instruct Committee members regarding the work of the School Committee; and (3) to instruct Committee members regarding the procedures and practices of the Committee. All Committee members should familiarize themselves with the content of this Handbook whether they are a new member or an existing member. The Handbook should be reviewed and updated by the Committee periodically or as frequently as the Committee deems appropriate to maintain its applicability.

## **About Sudbury School Committee:**

The School Committee consists of five members who are elected to three-year terms. The Committee is an independent body entrusted by law with broad powers and important duties. Following the enactment of the Educational Reform Act in 1993, which restructured, and in some ways, curtailed the powers of Massachusetts School Committees, the School Committee has the power to:

1. Establish educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Board of Education;
2. Review and approve budgets for public education in the district; and, 3. Select, evaluate annually, and, if necessary, terminate the Superintendent.

It is also the role of the Committee to evaluate the effectiveness of its policies and the Superintendent's implementation of them and to serve as the employer for the district for collective bargaining purposes.

The Committee is responsible for engaging with the community to maintain an understanding of the community's needs. In contrast to the Committee, which has budgetary, and policy-making authority, the Superintendent is charged with the day-to-day administration and oversight of Sudbury Public Schools.

The Committee typically holds public meetings two times per month during the academic year and one time each in July and August. Additional meetings may be added to the schedule as needed at the discretion of the Chair and in collaboration with the Administration. Agendas, agenda packets and supporting documents can be found on the Sudbury Public School and Town of Sudbury websites. Regular attendance at all meetings is critical to the function of the Committee and to assure a quorum of members is present to vote and establish consensus. As a courtesy, School Committee members shall inform the Chair as soon as possible if they are going to be absent from a regular meeting or an Executive Session. As a Committee of five members, a quorum

is achieved when at least three members are present. The presence of three members at any given time, shall trigger adherence to Open Meeting Law requirements. As such, unless posted as a formal meeting, no three Committee members may deliberate on School Committee business. Committee members are reminded to be mindful of the requirements of Open Meeting Law as oftentimes Committee members may be present at different town-wide meetings at any given time.

It is important that members understand the work of the administration, staff and educators to best support them in the District. The School Committee authority comes from the group, by majority, not from any one member. It is important that members ask questions and express their opinions on the issues. Once action is taken, by a vote of the Committee, it is expected that all members support the effort and decision made by the majority, regardless of individual positions. Actions taken that contradict the decision of the majority can erode the integrity of the Committee as a whole, and trust with the community.

Committee meetings are governed by Robert's Rules of Order.

There is an opportunity for public comment at each regular school committee meeting. ([Reference Policy BEDH](#))

The School Committee may be contacted at: [school-committee@sudbury.k12.ma.us](mailto:school-committee@sudbury.k12.ma.us) or mail:

Sudbury School Committee  
40 Fairbank Road  
Sudbury, MA 01776

School Committee meetings are streamed live in certain locations on Sudbury TV. Recent school committee meetings may also be viewed online at [www.SudburyTV.org](http://www.SudburyTV.org). Information regarding the School Committee may also be found on the SPS website: <https://www.sudbury.k12.ma.us/>

## **Operating Procedures and Protocols:**

### **A. Member Orientation and Responsibilities:**

All members must:

- Complete the required orientation course. Charting the Course is offered through the Massachusetts Association of School Committees (MASC). You must complete this sometime within your first year and provide a certificate of completion to the Superintendent's office.
- Complete the required Massachusetts Conflict of Interest Law/Ethics training,

and submit your completed certificate to the Town Clerk and the Superintendent's office within 30 days of taking office.

- Complete the required [Massachusetts Open Meeting Law Training](#), and submit your completed certificate to the Town Clerk and the Superintendent's office within 30 days of taking office.
- Become familiar with the School Committee policies on the District website.

Upon the election of new members to the School Committee, the Chair of the Committee will conduct the following orientation procedure in collaboration with the Superintendent:

- Assist new members in registering and becoming familiar with professional development offerings of MASC.
- Advise new members of their obligation to maintain the confidentiality of Executive Session
- Contact the appropriate administrators to update the District website regarding new members' contact information and to confirm information
- Organize an opportunity with the Administration for new members to familiarize themselves with Central Office Staff
- Encourage new members to meet with the Superintendent monthly

#### **B. Responsibilities of the Chair:**

In addition to the requirements contained within the District Policy Manual, the role of the Chair will also include the following: (Nothing contained herein will conflict with the responsibilities of the Chair as contained within the District Policy Manual)

- Ensure that Executive Session minutes are taken and approved. The Chair will take Executive Session minutes or shall be responsible for appointing a designee to record Executive Session minutes at each meeting.
- Meet monthly with the Superintendent to plan Agendas. It is recommended that the Chair invite and encourage the Vice-Chair to attend agenda setting meetings.
- Sign payroll warrants
- Contact Legislators to arrange citations for members leaving the Committee.

#### **C. Agenda Development and Request Procedures**

##### **Authority and Purpose**

Under Policy BEDB – Agenda Format, “The Superintendent, conferring with the Chair of the School Committee, will arrange the order of items on meetings agendas...” and “Any School Committee member, staff member, or citizen may suggest items of business. The inclusion of such items, however, will be at the discretion of the Chair of the Committee. A staff member who wishes to have a topic scheduled on the agenda should submit the

request through the Superintendent.”

In addition, Policy BDB – School Committee Officers charges the Chair to “Consult with the Superintendent in the planning of the Committee’s agendas.”

The Chair presides on behalf of the full Committee, ensuring that all members have an equitable opportunity to raise topics consistent with the Committee’s statutory purview under M.G.L. c. 71. This process provides a clear, consistent pathway to request topics while maintaining efficiency, transparency, and compliance with the Massachusetts Open Meeting Law.

This process also aligns with Policy BDD – School Committee–Superintendent Relationship, ensuring that agenda development reflects collaboration between governance and administration while maintaining distinct roles and responsibilities.

### **Request Submission by Members**

Any School Committee member may request that an item be placed on a future agenda.

Requests should be submitted to the Chair and Superintendent via email or during a public meeting under “Future Agenda Items.”

Each request should briefly describe the topic and the desired level of action by the committee (e.g., informational update, discussion, or potential action).

If the Chair determines that a request is not appropriate for a public meeting, for example, if it falls outside the Committee’s statutory or policy authority, the Chair will notify the member and, if applicable, suggest alternative next steps (e.g., referral to a subcommittee, administrative review, or workshop discussion).

### **If the Chair Declines to Schedule an Item**

The Chair will make every effort to schedule items requested by committee members that further the work of the committee. Under Robert’s Rules of Order, Newly Revised (adopted by Policy BEDD – Rules of Order), the agenda is the property of the body.

If a member’s request to include an item is declined, that member may make a motion during a meeting to place the topic on a future agenda. If a majority of the Committee supports the motion, the Chair will schedule the item within a reasonable timeframe.

### **Public Requests for Agenda Items**

Community members may submit topic suggestions to the Chair or Superintendent. Consistent with Policy BEDH – Public Comment at School Committee Meetings, the Chair will acknowledge public requests and, when appropriate, refer them to the Superintendent, an existing subcommittee, or a future agenda for consideration.

Requests from the public are not automatically added to the rolling agenda.

### **Scheduling and Preparation**

Even though all requested items requested by committee members will be added to the rolling agenda, the order in which they appear on a meeting agenda will be prioritized. When determining when to schedule an agenda item, the Chair and Superintendent will consider the following to ensure the committee is working on items most relevant to its charge:

- Alignment with M.G.L. c. 71, contractual obligations, and other statutory responsibilities;
- Connection to the District's strategic goals, annual priorities, and policy work;
- Time-sensitive items, including expiring contracts, mandated reviews, and reports required by law (e.g., RFP renewals or program updates tied to contractual timelines);
- Overall meeting workload, balance, and length; and
- Availability of necessary background materials or staff input.

The Chair and Superintendent will confer prior to each meeting to review upcoming topics and finalize agenda priorities.

The Superintendent or designee may be asked to prepare a memo or background summary for inclusion in the packet when the item appears.

To ensure transparency and coordinated planning, the Chair will maintain a rolling agenda that includes both anticipated topics related to statutory, contractual, and strategic responsibilities and items proposed by members or subcommittees. This rolling agenda will be reviewed monthly during the "Future Agenda Items" portion of meetings and may be shared with members at any time upon request to support proactive planning, goal alignment, and efficient use of meeting time.

The rolling agenda also serves as a planning tool to ensure that meeting schedules and topics remain aligned with the Committee's annual goals, outcomes, and ongoing evaluation of progress toward district priorities.

### **Documentation and Transparency**

All future agenda item requests raised during a public meeting should be recorded in the meeting minutes under the "Future Agenda Items" section, consistent with Policy BEDG – Minutes.

Requests submitted outside of a meeting (for example, by email to the Chair or Superintendent) will be added to the rolling agenda. Items that have not yet been scheduled for a specific meeting will be noted during the "Future Agenda Items" section

of the next public meeting to ensure transparency.

During the “Future Agenda Items” portion of a meeting, members may state proposed topics for consideration at an upcoming meeting; however, no discussion, debate, or deliberation may occur at that time, in accordance with the Massachusetts Open Meeting Law, since those specific subjects have not been posted for public notice.

This practice ensures that all requests are acknowledged, tracked, and addressed in a transparent, organized, and legally compliant manner, consistent with the Committee’s commitment to open governance and proactive agenda planning.

#### **D. Annual Agenda Items and Regular Business:**

##### **Summer Workshop/Retreat:**

It is the practice of the School Committee to conduct an annual retreat in the summer to engage in meaningful professional development, discuss goals, and plan for the year ahead.

The Committee’s practice is to discuss its SMART goals for the coming year during the summer retreat. The Committee’s goals shall align with the role and responsibility of the Committee as well as the District goals. It is the practice of the Committee to conduct a mid-year check-in on progress of the goals.

##### **Superintendent Evaluation:**

One of the major roles of the School Committee is to evaluate the Superintendent. The School Committee utilizes the recommended processes established by the Department of Elementary and Secondary Education. The School Committee collaborates with the Superintendent to set Superintendent goals by June, for Committee approval for the upcoming school year. The Superintendent provides a mid-year report on goals typically in January and an annual summative report in May. The Superintendent evaluation is typically completed in June of the current school year.

##### **Annual Agenda Topics:**

- Budget
- Capital Planning
- Legislative Forum
- METCO
- Reorganization of School Committee
- School Committee goals
- School Committee protocols
- School Committee Self-Assessment
- Student Achievement
- Superintendent Evaluation

- Tri-District Meeting
- Town Meeting articles

\*Additionally, curriculum and department presentations are brought by the Superintendent under Educational and Operational Matters.

### **School Calendar Review and Approval:**

In carrying out its calendar review responsibilities, the School Committee recognizes that its core responsibility is to steward a calendar that best supports the educational needs of students and creates the conditions for the best possible educational outcomes for all, consistent with the safe and effective operation of the schools. The School Committee also recognizes that calendar decisions affect not only operations and instructional continuity, but also the district's commitment to belonging, inclusion, and respect for the diverse religious and cultural traditions represented in the SPS community. The annual review process should therefore support a calendar-development approach that is transparent, data informed, and mindful both of educational continuity and operational feasibility and of the importance of ensuring that all students and families feel seen, respected, and welcomed in Sudbury Public Schools.

The School Committee shall annually review and approve the district calendar for the upcoming school year. At the conclusion of each school year, typically in June or July, the Administration shall provide an analysis of student and staff absence data, disaggregated by school and by staffing categories relevant to substitute coverage, including the average daily absence rate for the year and the absence rate for each individual instructional day. In addition to the full-year presentation, the data shall be separately presented for dates of interest, including broadly observed religious or cultural observance days and any other dates identified by the School Committee for review. The data shall be aggregated annually and presented with a rolling comparison. The Administration shall also provide context for dates on which staff absences may affect the safe operation of a school, or on which student absences may significantly affect educational equity or the quality of instruction.

At least once every five years, and more frequently if requested by the School Committee, the Administration shall survey instructional staff regarding religious and cultural observance dates they prospectively expect to take off, regardless of whether those dates are already designated as no-school days. Such survey shall include, at minimum, Rosh Hashanah, Yom Kippur, Diwali, Lunar New Year, Good Friday, Eid al-Fitr, and Eid al-Adha, as well as any additional dates identified by the Committee or requested by the community for review. The survey shall distinguish between dates instructional staff expect to take off and dates they believe they possibly will take off.

Each summer, the School Committee shall review the absence data and any relevant survey results and instruct the Superintendent to develop a proposed calendar based on

the Committee's determination of no school days that best support safe and effective school operations and the needs of the SPS student population.

In developing the proposed calendar, the SPS Administration shall also review professional development days with Lincoln-Sudbury Regional High School administration to identify opportunities for alignment where feasible, recognizing that contractual constraints may limit alignment in some cases.

The Administration shall then present a proposed calendar to the School Committee for approval, identifying no-school days for vacation periods, state and federal holidays, professional development, and any religious or cultural observances recognized by SPS, as well as all early release days, half days, and other significant calendar elements. If operationally feasible, the School Committee may approve up to two years of calendars at one time.

#### **Additional School Committee actions required by law:**

Outside of its major responsibilities, the Committee must attend to additional legal responsibilities throughout the year.

Application for School Personnel to Administer EpiPens: Prior to each school year, the Committee shall vote to authorize the Chair and the Superintendent to sign the application for the District.

SPS Family Handbook: Prior to each school year, the Committee shall vote on the handbook.

School Choice: By June 1st of every year, the Committee must hold a hearing and vote on School Choice (Policy JFBB-1).

Appointment of the Superintendent to other Boards: In September, the Committee annually appoints the Superintendent to the Collaboratives.

Budget: Hold an annual budget hearing and vote on the budget in December.

#### **Additional fiduciary responsibilities:**

- Approval of the receipt and expenditure of grant funds
- Budget transfers between cost center
- Monthly accounts payable and payroll warrants

#### **Subcommittees**

The School Committee may establish Subcommittees. Subcommittees are established by a majority vote of the Committee. Subcommittees typically consist of two School Committee members, in addition to other individuals as requested by the Committee.

Subcommittees adhere to the requirements of Open Meeting Law. Meetings are posted and minutes are taken and maintained for all Subcommittees. The Subcommittee will fill out the [Subcommittee Template form](#) that serves to formalize the role, responsibility and reporting requirements of the Subcommittee.

### **Appointments to External Boards**

From time to time, the School Committee may, at the request of the Town, appoint persons to certain roles in the community to represent the interests of Sudbury Public Schools. Such appointments shall be made by a majority of the School Committee. It is the practice of the School Committee to post the appointment position and to allow a two-week open application period for individuals to apply. The School Committee shall consider the applications and vote to appoint someone to the respective role. The appointment application form shall be posted on the District website.

### **E. Posting of School Committee and Subcommittee Agenda Packets**

In accordance with a vote of the School Committee, School Committee agenda packets will be posted to the Sudbury Public Schools District website by 12:00 p.m. (noon) on the day of the scheduled School Committee meeting. Amended and final agenda packets will be posted to the district website.

The Chair of each Subcommittee will determine whether their Subcommittee's agenda packet will be posted to the District website. Due to the evolving nature of policy development and the potential for confusion regarding preliminary drafts, Policy Subcommittee meeting packets will not be posted to the district website. Community members may request the packet by emailing the School Committee.

### **Liaison Assignments:**

The School Committee appoints liaisons to various Town and School related Boards or Committees. These appointments typically occur with the reorganization of the Committee in May. These roles serve as a mechanism of information sharing between Boards and Committees. The Committee appoints Liaisons to the following Boards, and Committees.:

- Select Board
- Finance Committee
- Massachusetts Association of School Committees (MASC) Delegate
- Lincoln-Sudbury Regional High School Committee
- Sudbury Special Education Parent Advisory Council (SEPAC)
- Health and Wellness Advisory Committee

### **Parent Advisory Councils: Advisory Roles and Input Process**

## Purpose and Scope

In alignment with Massachusetts law and Sudbury Public Schools' commitment to inclusive, collaborative governance, the Sudbury School Committee values the input of all district-recognized Parent Advisory Councils (PACs).

Under *M.G.L. c.71B, §3*, the Special Education Parent Advisory Council (SEPAC) is specifically charged with advising the School Committee on matters related to the education and safety of students with disabilities.

Under *M.G.L. c.71A, §6* and *603 CMR 14.09*, districts enrolling a significant number of English Learners are required to establish an English Learner Parent Advisory Council (ELPAC). The ELPAC is composed of parents or guardians of students identified as English Learners and is charged with advising the district and School Committee on matters that impact the education of English Learners, including programs, family engagement, and language access.

In addition to the SEPAC and ELPAC, the School Committee may recognize or establish other PACs, such as the LGBTQ+ Parent Advisory Council, or other councils that provide advisory input on district policies, practices, and priorities related to educational equity, inclusion, and access.

The following outlines the process through which the School Committee receives advisory input from SEPAC, ELPAC, and other PACs.

## Communication and Liaison Structure

- The School Committee will designate a liaison(s) for each active PAC.
- The liaison serves as a communication bridge between the PAC leadership and the Committee, sharing relevant updates and facilitating dialogue on matters of mutual interest.
- The liaison does not represent the PAC's views or make commitments on behalf of the Committee but ensures that communication is timely and transparent.
- The Chair, Vice-Chair, and Superintendent coordinate with PAC leaders and liaisons to identify agenda items where advisory input would be appropriate or valuable.

## Regular Opportunities for Advisory Input

- **Annual Joint Meeting:** Each school year, PAC leadership or its designee(s) will be invited to a joint School Committee meeting to share annual goals, accomplishments, and key recommendations.
- **Written Advisories:** PACs may submit letters, reports, or recommendations to the School Committee for inclusion in public meeting agenda packets when appropriate.
- **Attendance at a Specific Portion of a School Committee Meeting:** When there is an agenda item of mutual interest, and with the permission of the Chair, a representative from the PAC may attend that portion of the meeting to ask questions and/or provide feedback. To ensure that the PAC's input reflects its advisory role, the representative must

present the position of the PAC as a whole, rather than the views of an individual member.

### **Advisory Input on Policies**

When the School Committee is considering or revising a policy that may affect students or families represented by a Parent Advisory Council, the Committee will seek input from the relevant PAC(s) as part of its formal policy adoption process in accordance with Policy BGB: Policy Adoption.

### **Policy BGB Framework**

The School Committee follows a three-step process for policy consideration:

1. **Information:** Introduction of a proposed or revised policy.
2. **Discussion (First Reading):** Committee discussion and opportunity for stakeholder input.
3. **Action (Second Reading):** Final deliberation and potential vote for adoption.

### **PAC Consultation Process**

- During the *Information* stage, the Policy Subcommittee or Chair will identify policies relevant to one or more PACs and share drafts for review.
- PACs will have a defined feedback window (typically no less than two weeks) to submit written comments or request discussion.
- PAC feedback will be summarized in the policy cover memo or inserted into the agenda packet when the draft policy advances to the full Committee for Discussion or Action.
- The School Committee will acknowledge receipt of PAC input in its meeting minutes and may note how the feedback was incorporated.

This process ensures advisory input is considered before final action and is consistent with both Policy BGB and the Open Meeting Law.

### **Advisory Input on General Agenda Items**

For broader topics, such as budget development, capital planning, or curriculum, that may impact the populations represented by PACs:

- The Chair, Vice-Chair, Superintendent, or liaison will notify the relevant PAC(s) when such topics are scheduled.
- PACs may submit written input in advance, attend that specific portion of the School Committee meeting to ask questions and provide feedback, or request to be included as a future agenda item for advisory discussion.
- The School Committee will document and acknowledge PAC advisories in the public record.

### **Annual Review**

Before the end of each annual term and prior to the Sudbury Annual Town Meeting, the School Committee liaison(s) will meet with PAC leadership to review engagement during the current school year.

This review may take place in person, via Zoom, or through other means such as email or phone consultation, to ensure accessibility and broad participation.

The annual review process is intended to:

- Assess the effectiveness of communication and advisory processes,
- Identify opportunities for improvement or enhanced collaboration, and
- Ensure PACs feel properly supported so they can fulfill their roles and responsibilities.

Following this review, the School Committee liaison will prepare a written memo summarizing key discussion points, recommendations, and any identified areas for improvement. This memo will be included in the public meeting packet for acknowledgment and discussion by the full Committee.

## **Budget Process:**

### **Sudbury Public School's Budget:**

Among the School Committee's most significant responsibilities is review and approval of the District's operating budget. The process of building this budget should be transparent and communicated to the School community and the broader Town of Sudbury community. The operating budget aligns with the District Strategic Plan and represents the District goals, mission, vision and values of Sudbury Public Schools.

The Superintendent works with their Administrative Leadership Team throughout the course of the year to assess and determine priorities for the coming year. These priorities are then shared with the School Committee. The School Committee's work with the Budget begins in the Fall and leads to the Superintendent proposed budget presentation in December.

The School Committee discusses the proposed budget during regular meetings, and, if necessary, may conduct additional meetings solely focused on budget for deliberative purposes. Following such deliberations and comprehensive review of the Superintendent's proposed budget, the School Committee conducts a Public Hearing pursuant to Massachusetts Gen Laws Chapter 71, Section 38N. This mandated hearing is an opportunity for the public to comment and provide feedback on the proposed budget. In addition to the posting requirements for this Public Hearing under the applicable statute, it is the customary practice of the School Committee to maximize communication regarding this Public Hearing to the Sudbury School Community as well as the broader Town of Sudbury Community. Upon completion of the Public Hearing process, the School Committee will vote on the proposed budget.

Upon passage of the proposed budget by a majority vote, the Budget formally becomes the School Committee Budget and is then presented to the Finance Committee. The School Committee Budget is presented at the Annual Town Meeting by the Superintendent. A majority vote at Town Meeting in May is required for approval of the School Committee Budget.

### **Budget Monitoring and financial responsibilities:**

In addition to approval of the District's operating budget, the Committee is also responsible for monitoring the implementation of the budget. The School Committee reviews financial reports on a monthly basis. Such reports shall include information regarding year to date expenditures, encumbrances and updated forecasts for the current fiscal year.

The School Committee is also responsible for approving payroll, and authorizing payments to vendors and individuals by reviewing and signing the Payroll and Accounts Payable Warrants produced by the Business and Finance Office. Additionally, Warrant Articles for Annual Town Meeting, or any Special Town Meeting are reviewed and approved by the Committee. Bids for goods and services for the District are also approved or rejected by the Committee.

### **Appendix 1: Open Meeting Law and Executive Session Open Meeting Law:**

The Open Meeting Law (OML) of the Commonwealth of Massachusetts is intended to protect the public's right to access the deliberations of its elected representatives and promote transparency in government. The OML requires us to:

- Provide the public with notice of our meetings 48 hours in advance (excluding weekends and legal holidays) except in cases of emergency
- Hold our meetings in a publicly accessible venue
- And create, approve and maintain accurate minutes which include the date, time and location of the meeting, a list of the names of members present and absent, and a summary (not at transcript) of discussions, a list of documents and exhibits used, and a record of all decisions made and actions taken, including a record of all votes.

The OML applies to all meetings and subcommittee meetings excluding executive sessions. Meeting minutes as well as any other documents, emails and correspondence that Committee members send or receive (including texts) in their capacity as an elected public official become public documents and are subject to the Public Records Law of the Commonwealth.

The OML also restricts how and where elected officials can deliberate. With certain exceptions, expressions of opinion on matters within the jurisdiction of the Committee

must be open to the public.

The legal definition of “deliberation” is an oral or written communication through any medium (including electronic mail and social media) between or among a quorum of a public body.

More detailed information on OML may be found in the Meeting Law Guide published by the State Attorney General’s Office. All school committee members are required to complete an online training annually and file a certificate of completion with the School Committee Secretary. (Include citation to statute).

## **Executive Session:**

Massachusetts General Law Chapter 30A Section 21 and OML identify ten (10) exceptional situations where a meeting or part of a meeting of a public body may be closed to the public due to the highly sensitive nature of the content. These meetings are confidential. Members are prohibited from discussing the content of these meetings. The following is the list of exceptions:

1. To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual.
2. To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel.
3. To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares.
4. To discuss the deployment of security personnel or devices.
5. To discuss allegations of criminal misconduct or to discuss the filing of criminal complaints.
6. To consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body.
7. To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements.
8. To consider or interview applicants for employment or appointment by preliminary screening committee if the chair declares that an open meeting will have a detrimental effect in obtaining qualified applicants; provided, however, that this clause shall not apply to any meeting, including meetings of a preliminary screening committee, to

consider and interview applicants who have passed a prior preliminary screening.

9. To confer with a mediator on a litigation matter or other decision.

10. To protect trade secrets in the course of activities conducted by a public body as an energy supplier.

## **Appendix 2: Characteristics of Effective School Boards:**

*Eight Characteristics of Effective School Boards: At a Glance.*

[https://www.masc.org/images/events/2015/jtc-15/handouts/11-5\\_1045\\_8-Characteristics-of-Effective-School-Boards\\_Handout.pdf](https://www.masc.org/images/events/2015/jtc-15/handouts/11-5_1045_8-Characteristics-of-Effective-School-Boards_Handout.pdf)

Research indicates that the efficacy of school boards directly impacts student achievement. Schools Boards have been found to be effective in certain circumstances:

1. Committed to a vision of high expectations for student achievement and quality instruction and define clear goals toward that vision
2. Strong shared beliefs and values about what is possible for students and their ability to learn and of the system and its ability to teach all children at high levels
3. Accountability driven, spending less time on operational issues and more time focused on policies to improve student achievement
4. Collaborative relationship with staff and the community and establish a strong communications structure to inform and engage internal and external stakeholders regarding district goals
5. Data savvy embracing and monitoring data, even when the information is negative, and use it to drive continuous improvement
6. Align and sustain resources such as professional development, to meet district goals
7. Lead as a united team with the superintendent, each from their respective roles with strong collaboration and mutual trust
8. Take part in team development and training, sometimes with their superintendent, to build shared knowledge, values and commitments for improvement efforts