



# MCCPS Board of Trustees

## October 16 Personnel Meeting

Published on October 12, 2023 at 10:22 AM EDT

Amended on October 15, 2023 at 9:46 AM EDT

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### Date and Time

Monday October 16, 2023 at 7:00 PM EDT

### Location

17 Lime Street, Marblehead MA 01945

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Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>7:00 PM</b>
<b>A.</b> Record Attendance			1 m
<b>B.</b> Call the Meeting to Order			
<b>C.</b> Approve Minutes	Approve Minutes	Katie Sullivan	2 m
	Approve minutes for Personnel Committee Meeting on May 8, 2023		
<b>II. Personnel Committee</b>			<b>7:03 PM</b>

	Purpose	Presenter	Time
<b>A.</b> Review Head of School Goals	Discuss	Stephanie Brant	50 m
<b>III. Other Business</b>			
<b>IV. Closing Items</b>			
<b>A.</b> Adjourn Meeting	Vote		

# Coversheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** C. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Personnel Committee Meeting on May 8, 2023  
2023\_10\_02\_october\_personnel\_meeting\_minutes.pdf



## MCCPS Board of Trustees

### Minutes

#### Personnel Committee Meeting

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**Date and Time**

Monday May 8, 2023 at 7:00 PM

**Location**

17 Lime Street  
Marblehead, Massachusetts  
01945

This is an In-Person Meeting, with remote participation.  
Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

Zoom Login information  
Meeting ID: 914 6251 4433  
Passcode: MCCPSper

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**Committee Members Present**

Carol McEnaney, John Steinberg, Katie Sullivan, Paul Baker

**Committee Members Absent**

Jen Stoddard

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**I. Opening Items**

**A. Call the Meeting to Order**

Paul Baker called a meeting of the Personnel Committee Committee of MCCPS Board of Trustees to order on Monday May 8, 2023 at 7:10 PM.

**B. Record Attendance and Guests**

**C. Table approval of Minutes from the last meeting**

The April meeting was canceled. More policies were reviewed at the March 13th meeting and those minutes will be approved at the next Personnel meeting.

**II. Old Business**

**A. Surveys**

John summarized the HOS surveys conducted this spring and gleaned what was valuable from the data, such as it was, due to the circumstances surrounding the HOS investigation and departure. He provided and reviewed graphs and the data to the committee. The Val-Ed and in-house surveys were conducted. The Board on Track survey was not administered. In terms of what the teachers are looking for for the next HOS: #1 is Performance Accountability. This was true with the previous HOS too. This is followed by #2 Culture.

The in-house survey provided great information and shows a lot. It proves that it is really an effective tool. #1) Building a positive work environment. Teachers feel that their colleagues are friendly and they get good ideas from one another. Conversely, the relationships with the HOS are poor. The faculty did not believe that the HOS worked for a positive work environment.

This can inform the search for the next HOS. 34 people responded to this survey which is on par with the usual response rate.

John will present these findings to Board at the next Board meeting.

**III. New Business**

**A. Staffing Update/Policy Review**

Several teachers are leaving but enrollment is steady. There is a lottery upcoming for the slots that are still available.

Guidance Counselor

Two 4th-grade teachers

Art teacher

8th-grade teacher

Policy update:

Brought to our attention by Dizzy Burns, we took a look at the website to find outdated documents that need to be cleaned up and archived. Perhaps the school can find someone to work on the website this summer.

#### **IV. Action Items**

##### **A. Review Action Items from Meeting**

John will present the HOS Survey results to the Board at the Board meeting on May 30, 2023.

Paul will contact Kim to check if she has completed the edits on the policies discussed at the March Personnel meeting.

Paul will investigate if there might be someone (Matt Cronin) who the school can hire to work on the school's website, specifically to archive old policies and information.

#### **V. Closing Items**

##### **A. Adjourn Meeting**

Next meeting: June 12, 2023

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:20 PM.

Respectfully Submitted,  
Katie Sullivan

DRAFT



## MCCPS Board of Trustees

### Minutes

#### October Personnel Meeting

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##### **Date and Time**

Monday October 2, 2023 at 7:00 PM

##### **Location**

8th grade classroom,  
MCCPS, 17 Lime Street, Marblehead, 01945

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##### **Committee Members Present**

Carol McEnaney, Jen Stoddard, John Steinberg, Paul Baker, Thomas Phillips McEnaney

##### **Committee Members Absent**

Katie Sullivan

##### **Guests Present**

Kathy Santoro, Stephanie Brant

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#### **I. Opening Items**

##### **A. Call the Meeting to Order**

Paul Baker called a meeting of the Personnel Committee of MCCPS Board of Trustees to order on Monday Oct 2, 2023 at 7:00 PM.

##### **B. Record Attendance and Guests**

There were an insufficient number of voting members present who were in attendance at the May meeting. Hopefully we will be able to approve them at our next meeting on 10/10/23

### **C. Approve Minutes**

## **II. Updates!**

### **A. Board membership & Officers update/Personnel Chair/HoS Search**

Having not met since May, new committee members, as well as Stephanie Brant & John Steinberg, introduced themselves.

Paul updated the committee on the new Board officers and the current # of Board members.

Kathy Santoro updated the committee on the progress of the HoS search committee.

## **III. Action/Agenda items for November meeting**

### **A. Review Action Items from Meeting**

Stephanie updated the committee on her HoS goals

After discussion it was decided that Stephanie will send everybody her goals for review and the committee would provide feedback at next meeting, scheduled for 10/16/24, ahead of presenting them to the Board at 10/24/23 meeting.

Thomas, as the new Chair, and Paul will connect to review how to post meetings on BoT.

## **IV. Closing Items**

### **A. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:00 PM.

Respectfully Submitted,  
Paul Baker



# Coversheet

## Review Head of School Goals

**Section:** II. Personnel Committee  
**Item:** A. Review Head of School Goals  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Stephanie Brant\_ Interim Head of School Goals 2023-2024.docx

## **Interim Head of School Goals 2023-2024**

### **Standard IV Professional Culture**

**Goal #1:** By the end of the school year, ensure that 90% of staff members demonstrate a commitment to high standards of teaching and learning, as evidenced by consistent implementation of rigorous instructional practices and high expectations for achievement.

#### **Focus Indicators:**

**IV-A-1** Commitment to High Standards

**IV-A-2** Mission and Core values

**IV-E** Shared Vision

**IV-D** Continuous Learning

**IV-C** Communication

**1-A** Curriculum

**11-B** Instruction

#### **Key Actions:**

Provide professional development opportunities for teachers to enhance their understanding of high standards of teaching and learning.

Clearly communicate and define MCCPS' mission statement and core values that emphasize the importance of high expectations for student achievement.

Establish a system of ongoing support and coaching to teachers to help them implement rigorous instructional practices in their classrooms.

Establish a system of monitoring and feedback to ensure that all staff members are consistently meeting high standards.

#### **Measures:**

- **Pre-Post Assessments:** Conduct pre and post assessments of staff members' knowledge of high standards of teaching and learning to measure growth and improvement over the course of the school year. This could be done through surveys or reflective essays.
- **Observations:** Ensure that classroom instruction is regularly observed using a standardized observation tool to assess the implementation of rigorous instructional practices. Set a benchmark for the percentage of lessons observed that meet high standards, and track progress throughout the year.
- **Feedback Surveys:** Administer feedback surveys to students to gather their perceptions of the expectations for achievement in the classroom. Analyze the

feedback to determine if there is a consistent perception of high standards among students.

- **Professional Development:** Provide quality of professional development opportunities to staff members to assess their engagement in enhancing their understanding of high standards.

### **Standard IV Professional Culture**

**Goal #2:** Utilize strong interpersonal, written and verbal communication skills that advance the work of the school and promote a positive, collegial and collaborative atmosphere.

#### **Focus Indicators:**

1V-C Communications

1V-A Commitment to High Standards

#### **Key Actions**

Foster a positive and respectful atmosphere during conflict resolution by using respectful language and focusing on the issues at hand.

Actively listen: Focus on what is being said and ask clarifying questions.

Actively engage with colleagues, students, and parents by showing genuine interest, offering support, and being responsive to their needs and concerns.

Recognize and appreciate the contributions of colleagues, students, and parents. Express gratitude for their efforts and accomplishments.

Participate in professional networks (MCPSA), collaborative projects, and team-building activities to expand relationships and foster a sense of teamwork.

Communicate openly and honestly with others, ensuring that information is shared clearly.

Establish regular opportunities to check-in with stakeholders to provide information on matters of importance to the school and address any potential misunderstandings.

#### **Measures:**

Seek feedback from staff, students, teachers and the Leadership team and other stakeholders relative to:

- the ability to effectively manage conflicts and disagreements in a constructive manner, fostering a positive and collegial atmosphere.

- the capability to find mutually beneficial resolutions and maintain open lines of communication.
- the ability to build and maintain positive relationships with colleagues, students, and parents to foster a collaborative atmosphere.
- the ability to engage in clear, articulate, and effective verbal communication during meetings, presentations, and interactions with various stakeholders.
- the clarity, coherence, and professionalism of written communications such as emails, reports, and documentation.

### **Standard 1: Instructional Leadership**

#### **Goal #3: Implement an Effective System for Observation and Feedback to teachers**

Support and define our efforts to improve teaching and learning by providing teachers with a system for giving and receiving feedback on lesson planning and implementation.

#### **Focus Indicators:**

**1V-D** Continuous Learning

**1B**-Instruction

**1-C** Assessment

#### **Key Actions:**

**Establish clear goals:** Define the schoolwide goals of an observation and feedback system. Determine the specific aspects of lesson planning and implementation that will be focused on—ie, instructional strategies, project based learning, classroom management, and/or student engagement.

**Design a feedback framework:** Develop a structured framework for providing feedback to include observation forms or rubrics that outline the key criteria for effective teaching and learning and the stages of a coaching cycle. Use these tools to guide the observation process and facilitate objective feedback.

**Schedule regular observations:** Establish a schedule for observations that allows for consistent, ongoing feedback. Utilize a combination of formal and informal observations to get a comprehensive understanding of teachers' performance.

**Timely feedback:** Ensure teachers are provided with timely feedback so they can reflect on it and make necessary adjustments.

**Foster a culture of trust:** Create an environment where teachers feel comfortable receiving feedback. Emphasize that the purpose of observation and feedback is to support professional growth and improvement. Encourage open communication and dialogue between observers and teachers, so feedback is seen as a collaborative process rather than evaluative.

**Provide support and resources:** Offer resources and professional development opportunities to support teachers in implementing feedback. Provide access to research-based best practices and instructional materials. Encourage teachers to reflect on feedback received and set goals for their ongoing development.

**Monitor and refine the system:** Continuously evaluate the effectiveness of the observation and feedback system. Collect feedback from both teachers and observers to understand their experiences and make necessary improvements. Utilize anonymous surveys to gather honest feedback and identify areas for refinement.

**Measures:**

- Review the observation forms or rubrics that outline the key criteria for effective teaching and learning. Determine if they are comprehensive and provide clear guidance.
- Track the implementation of an established observation schedule. Evaluate if observations occur consistently and if a variety of formal and informal observations are conducted to provide a comprehensive picture of teachers' performance.
- Monitor the duration between observations and the delivery of feedback to teachers. Determine if feedback is provided promptly after observations, allowing teachers to reflect on it and make necessary adjustments in a timely manner.
- Conduct surveys or interviews with teachers to gauge their comfort level in receiving feedback. Assess if open communication and dialogue are taking place between observers and teachers, ensuring that feedback is seen as a collaborative process aimed at professional growth.
- Collect feedback from teachers through anonymous surveys or interviews. Use this feedback to identify areas for improvement and make necessary adjustments to enhance the observation and feedback system's effectiveness.
- Every teacher will have established goals and a plan to achieve them by November 7.
- Formative evaluations will be completed by evaluators for every teacher by Feb 15, 2024 for educators in their first 3 years or teaching.
- Summative evaluations will be completed for all teachers by the primary evaluator by June 10, 2024.

## **Standard 1- Instructional Leadership**

### **Goal #4: Implement an effective system for evaluation of teachers**

#### **Focus Indicators:**

1-D Evaluation

1-E Data-Informed decision making

#### **Key Actions:**

**Establish a shared vision:** Clearly articulate the goals and objectives of the evaluation system, emphasizing the importance of powerful teaching and learning as the central focus of teaching and ties to student achievement. This shared vision will guide the implementation of the evaluation process.

**Design a comprehensive evaluation criteria:** Develop a set of comprehensive evaluation criteria that covers effective teaching, lesson planning, instructional strategies, classroom management, student growth, and professional development.

**Provide training:** Conduct training sessions to help teachers understand the evaluation criteria and process.

**Establish regular evaluation cycles:** Implement regular evaluation cycles throughout the academic year to provide ongoing feedback and support to teachers. This includes formal observations, peer observations, self-assessment, and feedback sessions to identify areas of strength and areas for improvement.

**Foster a collaborative culture:** Encourage collaboration and open dialogue among teachers, members of the Leadership team, and evaluators. Create opportunities for teachers to share best practices, exchange feedback, and engage in professional learning communities. This collaborative culture will contribute to continuous improvement and the sharing of effective teaching techniques.

#### **Measures:**

- Evaluate the clarity and comprehensiveness of the evaluation criteria by seeking feedback from teachers and stakeholders.
- Assess teacher satisfaction with the feedback and support
- Monitor the level of collaboration and open dialogue among teachers, school leaders, and evaluators through surveys or observational data.
- Evaluate the frequency and consistency of evaluations conducted throughout the academic year.

## **Standard II: Management and Operations**

**Goal:** Create an inviting and secure building environment that promotes a safe and supportive atmosphere for learning, aligning with contemporary standards.

### II-A Environment

#### **Key Actions**

Modernize interior and exterior of building by prioritizing maintenance concerns and needed repairs, with the aim of cultivating an inviting, and secure environment that fosters a safe and supportive learning atmosphere.

Develop a security plan that outlines the necessary actions to address vulnerabilities related to the school's emergency response protocols such as a mass evacuation, reunification plan and an active shooter protocol.

Assess and enhance physical security of the building.

Strengthen our visitor management system creating a system that requires all visitors to check in and obtain a visitor pass before entering the building and create policies for visits by former students and alumni.

Establish a strong communication channel to implement a reliable communication system within the building to quickly disseminate critical information during emergencies.

Improve and refine protocols for students and staff entering and exiting the building during arrival and dismissal times, incorporating suggestions from Safe Routes to School whenever feasible to ensure the utmost safety and efficiency.

#### **Measures**

- Conduct regular inspections to track maintenance concerns and needed repairs, keeping a record of completed tasks.
- Conduct drills to test the effectiveness of emergency response protocols, such as mass evacuation or active shooter procedures.
- Develop policies related to visitor access, including former students and alumni.
- Monitor the implementation and effectiveness of the communication system during emergency drills, evaluating how quickly critical information is disseminated.
- Monitor and document improvements in the safety and efficiency of student and staff movements during arrival and dismissal times.

