

Salem School Committee  
Committee of the Whole Meeting Minutes  
Monday, July 16, 2018

A Committee of the Whole (COW) meeting of the Salem School Committee was held on Monday, July 16, 2018 at 6:45 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

**Members Present:** Ms. Mary Manning, Ms. Kristine Wilson, Ms. Ana Nuncio, Mr. Manny Cruz, Ms. Amanda Campbell, and Mayor Kimberley Driscoll

**Members Absent:** Mr. James Fleming

**Others Present:** Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent for Teaching and Learning, Kristin Shaver, Business Manager, Jill Conrad, Chief of Systems Strategy, and Kelley Rice, Chief of Communications

**Call to Order**

Mayor Driscoll called the School Committee of the Whole (COW) meeting to order at 6:45p.m.

**School Committee of the Whole (COW) Meeting**

Superintendent Ruiz began by explaining that they would be going through much information that the Committee may want to follow up on at a later time. They may want to flag any requests for another Committee of the Whole (COW) meeting. Superintendent Ruiz provided members with a handout of the new work chart and briefed the members. Ms. Ruiz continued that she had promised the Committee she would return with a work chart after their discussion of the small district reorganization, as they moved away from an Assistant Superintendent for Pupil Personnel into an Executive Director of PPS. This provided an opportunity for them to think about how to better organize their district for greater collaboration cross functionality with departments that are reflective of the work they are doing.

Superintendent Ruiz referred members to the new work chart on the handout and said that one noticeable different now is that they had an Assistant Superintendent in the past for Teaching and Learning and an Assistant Superintendent for Pupil Personnel Services that included Special Ed. That was an interesting message, because Special Ed was not part of Teaching and Learning then, which did not make sense. Now, they have a Teaching and Learning infrastructure in the district and then the operational infrastructure. Superintendent Ruiz clarified that staff was not added nor anything else, under the Teaching and Learning infrastructure focus area. Members continued to review the new work chart handout.

One new change under the Teaching and Learning focus area is Bilingual Education, which should actually read as English Language Learning and Bilingual Education. This department is in recognition of the ongoing work they do with ELL but also with the emerging work of thinking about the labille and dual language opportunities and will be led by Rebecca Westlake. Ms. Westlake engaged in doing a review of Spanish programming in the district, last year, setting the foundation for thinking about dual language opportunities and Spanish instruction. They have the Director of ELL and the ELL Supervisor in this department.

Members engaged in brief discussion regarding who the Director of ELL, the Supervisor of ELL, and others would report directly to.

### **Curriculum Instruction and Assessment**

Superintendent Ruiz explained that there are three directors under Curriculum Instruction and Assessment: Director of Curriculum Instruction and Assessment, Director of Digital Learning, and Director of Teacher and Leader Development. This particular Department reports directly to Ms. Kate Carbone, in terms of dividing the workload and making sure they have a real pulse of the work, and that it made sense for this group to report directly to Ms. Carbone.

### **Specialized Instruction**

Superintendent Ruiz continued that they have the Executive Director of Pupil Personnel Services (PPS) and those that report to the Executive Director of PPS: Director of Nursing, the Director of Auto District Placement, the Team Shares, the K-8 Special Education Department Head, Director of Specialized Instruction, and Directors of Specialized Programming. They are, in this case, including the ECC and Salem Prep but they would also see them reflected under the schools. This is to recognize the specialized programs and schools within the district.

### **Discussion**

Mayor Driscoll and members asked Superintendent Ruiz for another work chart of the same reorganization, and draft of positions, but with another addition to include or lay out actual names. Members engaged in further discussion regarding the work chart outline. Mayor Driscoll said that it seems there are areas where there is going to be much more interaction with the Assistant Superintendent that Superintendent Ruiz still expects those persons to be part of some sort of a leadership team or of having a lot of direct interaction. Ultimately, they could have one chart that says Superintendent and everyone else, with a direct line. Everyone agreed on a few changes on the outline for more transparent direction on the work chart layout. Superintendent Ruiz agreed to provide that.

### **New Focus Area – The New Department of Equity and Engagement**

Superintendent Ruiz recalled that School Committee members discussed the reorganization, at the last Committee of the Whole (COW) meeting, that there were sections which they used to know as Pupil Personnel Services (PPS), that were part of PPS and was removed. Superintendent Ruiz continued that they have now created the new Department of Equity and Engagement. This is in recognition of the work around family engagement, community partners, and to ensure they have equity in the district. They have the Director of Community Engagement and Partnership, in this particular department. Emily Ullman is doing the work as the Director of Community Engagement and Partnerships. They also have the work of Our Salem Our Kids, all equity reviews, and the work that Ms. Ullman is doing.

Superintendent Ruiz explained that Ellen Wingard, the Supervisor of City Connects and Student and Family Engagement, would not only oversee City Connects coordinators, in this new organization, but would also provide training and central support to the families of School Based Family Engagement Facilitators. Family Engagement Facilitators would still report to their Principals but, in terms of providing professional development and calibration around the work, will centrally happen with Ms. Ellen Wingard. The Supervisor of Safe and Supportive Schools, Molly Robinson, will continue to oversee the behavioral specialists in the district. This department is all about equity engagement and student support. Ms. Robinson is also their district liaison for the ALICE program and will work with the Salem Police Department. Superintendent Ruiz continued that anything that falls within the umbrella of services for students would be under the Equity and Engagement Department. Ms. Ruiz added that one of the things they are doing, under this department, is to meet and chart the organization of all the work in terms of foreseeable grants, attendance, and issues, in terms of the data and work that needs to be done to support attendance for students in the district. Ms. Ruiz briefed the

members on Ms. Jill Conrad's position. Ms. Ruiz explained that Ms. Conrad oversees the Parent Information Center, in addition to other duties, and is all part of the Equity and Engagement Department.

### **Operational Infrastructure**

Superintendent Ruiz informed members that the Business Manager, Kristin Shaver, primarily oversees the Operational Infrastructure. The Director of Human Capital has direct communication to the Business Manager and also to Kate Carbone, because the Human Capital work, in terms of retention, recruiting, and supporting teachers through the evaluation process, crosses over into the Teaching and Learning infrastructure. Principals also communicate with Ms. Carbone.

### **Finance and Operations**

Superintendent Ruiz continued walking members through the work chart. The Payroll and Grants Managers, Director of Food Services, Buildings and Grounds, and Transportations all fall under Finance and Operations. Kelly Rice's Chief of Communication position is another section of the operational infrastructure. Ms. Ruiz stated that Ms. Rice reports directly to her. Superintendent Ruiz said that they organized their departments and functions in a way that reflect the work they are doing. It is then going to be easier for them to have more cross-collaboration.

### **Team Structure**

Superintendent Ruiz provided School Committee members with a document on team structure to help explain how these teams are going to work together. Members carefully reviewed the document. Superintendent Ruiz explained that the team structure was in relation of much feedback from the district leadership team, DLT meetings throughout the years, Principals and Directors altogether, and herself. Principals felt they, as school leaders, had their own needs, which needed to be tended to. Directors also had needs of increased collaboration with each other for the work, prior to going to the schools. Superintendent Ruiz continued they thought of a different team and structure to better support their work and reflect the work chart. What they see in the document are the different levels of teams. The Senior Leadership Team consists of the Superintendent, Kate Carbone, Assistant Superintendent, Kristin Shaver, Business Manager, Executive Director of Pupil Personnel Services (PPS), Kelly Rice, Chief of Communications, and Matt Killen, Chief Information Officer who participates on a regular basis. This group would be the senior team to help drive the work forward, and would be meeting weekly for the purpose foreseeing upcoming issues throughout the week.

### **Discussion**

Ms. Manning asked who the Director of Digital Learning was. Members responded that it is Eric Chamberlain. Ms. Manning asked about Matt Killen's position on the organizational chart and suggested his position should be included. Members agreed and engaged in further questions and discussion.

### **Principal's Cabinet**

Superintendent Ruiz informed the members that Principals would be meeting, as a professional learning community themselves, with the Superintendent, Assistant Superintendent, the Business Manager, and other members of the team, as needed. This will be an opportunity for them to build a community of learning. Rebecca Westlake, or someone from another team, would be invited if there is a topic related to ELLs, a new dual language initiative, or something that is being rolled out in the district. Meetings will be focused. Ms. Ruiz continued that the meetings would happen twice a month, which would begin in the fall. Meetings may eventually

be reduced to once per month, but they are first going to begin with a meeting format of twice a month. The Senior Leadership team would be meeting weekly.

### **Discussion**

Ms. Manning asked Superintendent Ruiz for an explanation of the rationale of the Business Manager being on the Principal's cabinet. Ms. Ruiz responded that the Business Manager represents the operational pieces of the work; she oversees all the operational departments, Human Capital. They have two sets of infrastructure: Teaching and Learning and Operational. Both sets together support the work of the Principals, and that is why the Business Manager would be there – for non-educational issues that may arise such as Transportation, Buildings and Grounds, Services, and the budget.

### **Cross Functional Team**

Superintendent Ruiz continued that the Cross Functional team is going to represent Directors of the folks that are leading the different departments shown on the work chart and will include the Senior Leadership team. The Director of ELL, the Executive Director of Pupil Personnel Services (PPS), and a representative from the Equity and Engagement focused area are included. This group would be meeting on a monthly basis. The idea of this group is to have discussion around work alignment. If they talk about the focus of the year, in terms of instructional rounds, for example, they want to ensure they have the Executive Director of Pupil Personnel Services (PPS), ELL Director, and the Senior team be a part of that to then inform the focus of the work in the schools. They can return to their departments with that information and ensure that there is alignment across all departments. Superintendent Ruiz continued that this is the group where much collaboration is going to happen.

### **Department Team Meetings**

Superintendent Ruiz explained that the English Language Learning and the Bilingual department would have its content meetings. The Curriculum Instruction and Assessment, Equity and Engagement, Business Office, Pupil Personnel Services (PPS), and Bilingual Education are all going to have their own department meetings. The idea is that when they have the cross functional teams, they talk about aligning the work and then each department head returns to their department and makes sure that the alignment continues, at the department level. Each department would be setting their own meeting schedule.

### **District-Wide Leadership Convening**

Superintendent Ruiz explained she would continue the convocations before the start of the school year. There will be two more meetings with all central office leaders. Everyone on the work chart are going to convene three (3) times a year. The convocation would count as the first meeting and will include the entire district. They will have another meeting in January and another in either March or April. The meetings would be an opportunity for everyone to go over the goals and priorities for the year, celebrate successes, maintain work urgencies, and discuss corrections that might need to be done with the leadership team.

### **Safety Planning and Response Team**

Superintendent Ruiz informed members that the Safety Planning and Response Team have been meeting regularly following the School Committee's adoption of the ALICE program. Ms. Ruiz recalled she was charged with the implementation of the ALICE program and they quickly got together with the Fire Department, the Police Department, and the Emergency Medical Services (EMS) and have continued their meetings. Ms. Ruiz continued that, this year, members of this team from their end would be the Superintendent, Assistant Superintendent, Business Manager, Director of Buildings and Grounds, Molly Robinson - Director of Students

and Supporting Schools, Director of Nursing, the Chief of Communications, and the City of Salem Safety leaders, which require EMS and the Police. This group would meet on a quarterly basis, an average of three times a year.

**Conclusion**

Mayor Driscoll explained they are working on scheduling more Committee of the Whole (COW) meetings to have a chance to go over some things in a more informal manner and be able to have conversations. Ms. Driscoll commented that she thought the work chart, presented this evening, provided greater insight. One area that would be useful for her is to have the names added to the work chart and consideration of leadership training for some who are going to be managers. There are some opportunities, such as teacher leadership opportunities for example, if they look to retain employees and want to build from within, as well as Principals. Mayor Driscoll talked about investing in leadership opportunities for potential growing leaders from within. Members agreed and engaged in further discussion on the topic.

**Adjournment**

There being no further business to come before the Committee of the Whole (COW) School Committee this evening, Mr. Cruz motioned to rise and report. All members seconded the motion. The motion carried. The meeting was adjourned.

Respectfully submitted by:

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Angelica Alayon, Secretary  
Salem School Committee

Meeting Materials

Committee of the Whole (COW) School Committee Meeting Agenda  
Salem Public Schools (SPS) Organization Work Chart Drafts