

MASCONOMET REGIONAL DISTRICT SCHOOL COMMITTEE  
RETREAT

**August 28, 2024**

MEMBERS PRESENT: J. McLean, Chair, Boxford                      T. Currier, Vice Chair, Middleton  
                                 K. Petrone, Middleton                      E. Clements, Boxford  
                                 A. Heaphy-Tenney, Topsfield                      W. Hodges, Topsfield  
                                 L. MacInnis, Middleton                      C. Bolzan, Boxford  
                                 J. Horrigan, Boxford

MEMBERS ABSENT: M. Ogden, Topsfield  
                                 M. Alexander, Middleton

OTHERS PRESENT: M. Harvey, Superintendent  
                                 J. Sands, Assistant Superintendent & Chief Procurement Officer

A. **Call to Order** – J. McLean, Chair, called the Retreat of the School Committee of August 28, 2024, to Order at 5:03pm, at The Center at 10 Elm, Boxford.

B. **School Committee Roles and Responsibilities**

M. Harvey reviewed the Roles and Responsibilities of the School Committee. The School Committee is responsible for governance and end results. The Superintendent is responsible for management/administration and methods. The School Committee is the bridge between the community and the Superintendent. The Superintendent is the bridge between the staff and the School Committee. Discussion followed regarding personal interests vs. School Committee work/business. The School Committee discussed how public comment is not meant to be a dialogue with the members of the community. It is an opportunity for the community to present their views to the School Committee.

C. **SWOT Analysis of School Committee Goals**

1. **Review Goals 2023-2024**

School Committee broke into groups to provide SWOT analysis of goals, which is Strengths/ Weaknesses/Opportunities/Threats. Each group presented their analysis and discussion followed.

The list of identified Strengths, Weaknesses, Opportunities and Threats were:

<p style="text-align: center;"><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Wide array of skills and backgrounds</li> <li>2. Open lines of communication within committee</li> <li>3. Good collaboration, solutions focused group</li> <li>4. Focus of meetings has improved</li> <li>5. Members comfort levels in roles have improved (no longer a low/no experience group).</li> </ol>	<p style="text-align: center;"><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Need three town concurrence to pass capital (or a district wide vote)</li> <li>2. Public does not understand what the role of the SC really is.</li> <li>3. Need to comply with OML limits how and where we can interact</li> <li>4. Following through on concerns and getting data/tracking responses</li> <li>5. Did not track achievement to goals well</li> <li>6. Unclear path to achieving change below SI level</li> <li>7. Tracking of actions and requests is uneven</li> </ol>
<p style="text-align: center;"><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Capital spend need well understood by town officials – and they support it</li> <li>2. Masco Sports Foundation</li> <li>3. Cell phone policy?</li> <li>4. We can better champion our successes and strengths</li> <li>5. Leverage community relations efforts to further improve public understanding</li> </ol>	<p style="text-align: center;"><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Dwindling student population means less state funding</li> <li>2. Environmental concerns in community given closeness to Ipswich river</li> <li>3. Disinformation and misunderstandings in public sphere including social media</li> <li>4. Monopoly of bus company</li> </ol>

**D. Capital Plan and Building Committee Role**

Discussion regarding presenting the Capital Plan to the Towns and communities.  
Presenting the work accomplished over the summer to the community under the Capital Plan. Meeting with all Finance Committees and Select Boards regarding the Capital Plan.

**E. Review of Strategic Plan and Presentation of Administration Goals**

- 1. Strategic Plan Review and 2024-205 Administration Goals Presentation**
- 2. 2024-2025 Administration Goals Document**

M. Harvey reviewed the history of the Strategic Plan which was presented in 2023. He reviewed the Portrait of a Learner and the objectives of the Strategic Plan.

Objective I: Curriculum: Curriculum Development and Review process to align the curriculum.

Objective II: Instruction: Special Education will develop a plan of action for improving delivery which aligns with student needs and develop a process to measure student learning.

Objective III: Culture and Well-Being: Social Emotional Learning and Mental Health which will include counseling, student support center, and work with the Tri-Town Council and the Youth Risk Behavior Survey.

Objective IV: Community: Build support for the Commonwealth Project surveys.

**F. Development of School Committee goals for 2024-2025**

The Committee broke into 3 groups to discuss goals for 2024-2025. Then presented them to the other Committee members. The Goals presented by each group were:

## SC Retreat: Goals Discussion

### Group A: Joe, Jeff & Kendra

- Capital plan strategy agreed upon with towns by Dec
  - How long to get independent 3<sup>rd</sup> party validation of estimates?
- Communication strategy to get capital approved
- Maximize usage of the MBC
- Determine MSF end-game
- Complete work with Stantec
- Support admin as they drive strategic plan
- Complete teacher contract negotiations
- Structure budget process for better understanding as we navigate the process – no last minute drama
- Update policies - Cell phone policy?
- Repurpose, broaden or eliminate ARC?
  - Good student/good citizenship committee?

## SC Retreat: Goals Discussion

### Group B: Trevor, Bill & Chris

Keep goal 1C from last year: (It says A below just because I copied it)

- i. Review and develop subcommittee goals and processes Complete current subcommittee work (i.e. Policy – complete full **policy review** and **recall** discussion)
  - ii. Set meaningful subcommittee goals and monitor progress on periodic basis
- a. Goal 2 from last year remains:
- a. *Work with Masconomet Teachers Association to build a relationship of trust and respect Work to negotiate a new teacher contract that balances accountability with compensation Use community engagement to build transparency and foster community support Work with administration to support and develop teachers and leadership within the District Goal 3 from last year can largely stay the same just more so focusing on the Capital Plan:*
  - b. *Support administration goals relative to strategic and capital plan through budget, policy and community engagement Work with admin to finalize both strategic and capital plans Work with admin for community roll out of strategic and capital plans Work with administration to develop budget and policies that support strategic and capital plans Use community engagement to build transparency and foster community support We also talked about a goal centered around engagement, transparency, and community outreach. having our DCI/CR subcommittees working together to engage the public and the town governments. Also looking for opportunities to get people on campus and bringing bright aspects/products of what we do at Masco to them (as an example we used art an exhibition at senior centers or libraries)*

## SC Retreat: Goals Discussion

Group C: Adrienne, Erica & Lisa

**Previous years goals:**

1. Met for the most part
2. Should remain - work ongoing
3. Shift to a more proactive approach of socializing objectives/successes to enable community building and engagement
  - o Regular (possibly rotating) updates and/or progress reports from admin - Superintendent, Asst. Superintendent, Principals, DTL, etc.

**Other goals:**

- Support admin effort to reorient curriculum aligned with strategic plan
- This one only got half-baked so may need more discussion: Support efforts to be data-driven
  - o Can SC be thought partner, champion, or support oversight as DTL starts to dig in?
  - o Public discussion re: data inputs and success metrics

**Other discussion topics:**

- Open the aperture on the Anti-Racism subcommittee to support the students more broadly
- Adjust agenda to tie specific items to operations vs. strategic plan to help anchor the community on our efforts meeting to meeting
- Consolidate town committee meetings
- Look into After Dark program
- Find more opportunities to stay connected with State Reps
- Coordinate a budget kick off meeting
- Another SC Retreat in early November

J. McLean will combine the goals and present the list at a future meeting.

The meeting was adjourned at 8:04pm.

Submitted by: \_\_\_\_\_ Approved: \_\_\_\_\_  
Lynn Viselli, Recording Secretary Date

**Per the Massachusetts Open Meeting Law, the list of documents that were either distributed to the Masconomet School Committee before the meeting in the packet or at the meeting.**

1. Agenda
2. SC Roles and Responsibilities Graphic
3. Review of 2023-2024 Goals
4. Strategic Initiatives
5. Strategic Plan and Goals Presentation
6. Swot analysis template