



# Committee of the Whole: School Committee Retreat

**House of Seven Gables  
January 13, 2018  
8:00 am to 12:00 pm**

# Retreat Goals

- 1. Learn together as a team**
- 2. Review and discuss strategic priorities as well as challenges and opportunities**
- 3. Review and discuss the 2018-19 (FY19) Budget Planning Process**

# Meeting Norms

- Start on time – end on time
- Be fully present and remain engaged
- Listen to understand
- Honor all voices – invite different perspectives
- Be open to new ideas
- Assume good intentions
- Other?

# Learning Together as a Team

## Introductions and Ice Breaker Activity

Reflect on the following question:

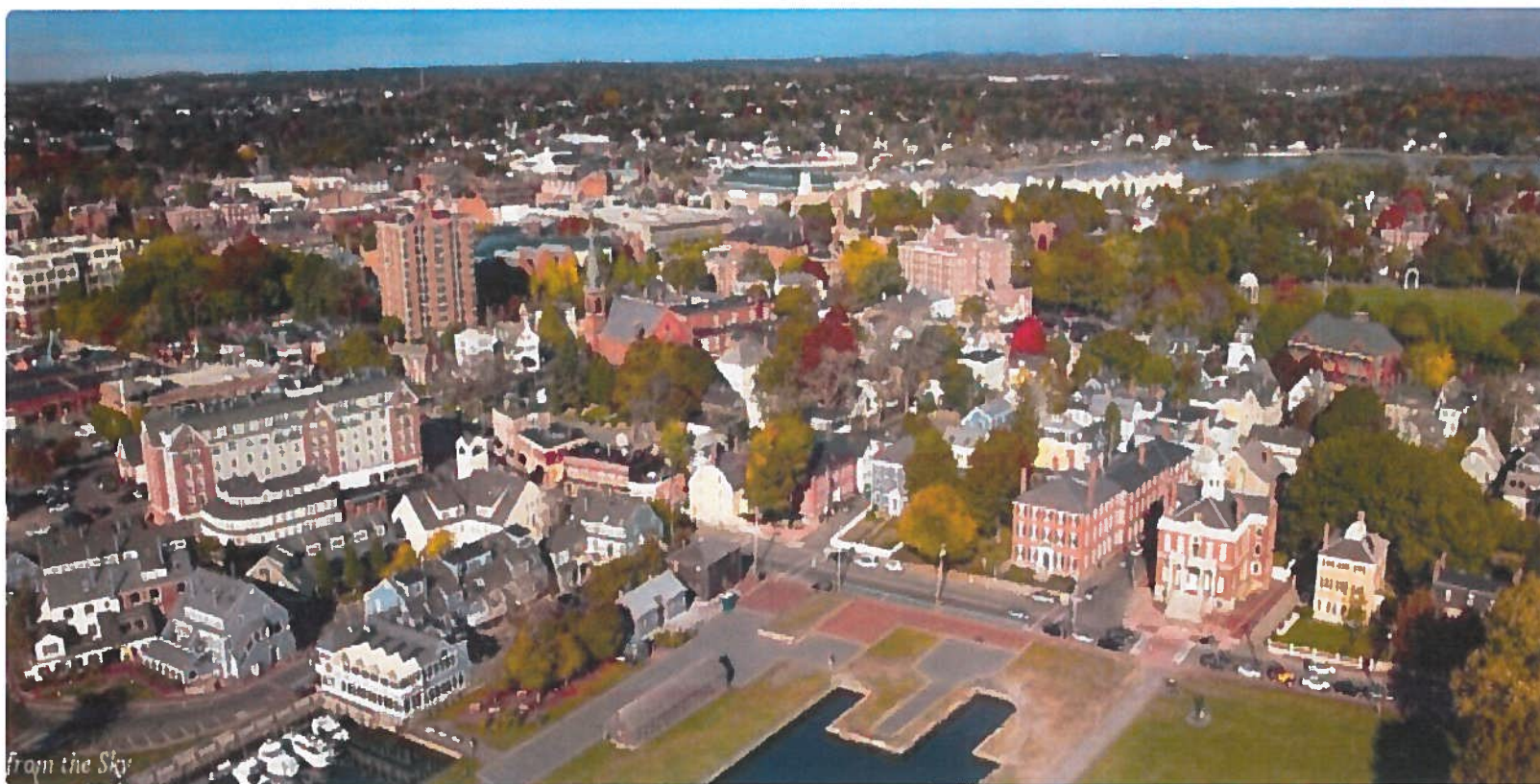
- *What is one personal attribute that you bring to the team/to your role in the district?*

Introduce yourself and describe your role in the district and share your answer to the above question.



# Our Salem, Our Kids...

more than just a coordinated effort, it's a movement.  
A movement to care for and challenge every kid, every day.



## Our Salem, Our Kids: Theory of Action

### If...

Salem collectively supports  
its kids

Salem coordinates student  
support services both in  
the schools and in the  
community

We intentionally connect  
people to resources and  
opportunities

### Then...

Salem becomes a healthier  
city for all

We proactively meet  
student needs

We identify gaps in  
services

### Resulting in...

Salem residents feel a  
collective responsibility for  
the wellbeing of children

Improved academic results  
and engagement for Salem  
kids because student needs  
are being addressed  
systemically

Increased access and equity



# Our Salem, Our Kids Today

- Create a dynamic online hub for the Our Salem, Our Kids movement
- Conduct citywide training for teachers, community members and youth serving organizations
- Incorporate City Connects into all eight PreK-8 schools in Salem
- Behavioral health specialists working full time in targeted schools

# Strategic Priorities 2017-19

## 5 Year Strategic Plan

- Keeping the vision, mission, and core values at the center
- Alignment with the 4 pillars – Y1 implementation

## Current year priorities:

- Benchmarks Superintendent's Evaluation Goals
- Y1 Priorities from the 4 pillars
- 2 additional priorities (capacity building)



# Strategic Plan 2017-2022

## Vision

- All students will be locally engaged, globally connected, and fully prepared to thrive in a diverse and changing world.

## Mission

- We are a diverse and welcoming community that promotes the academic, social, emotional, and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences. We empower all students to chart a personalized path to success that includes a commitment to the common good.

## Core Values

- See handout

# 4 Pillars of Strategic Plan



**Pillar 1:**  
**Create a Vibrant K-12 Teaching & Learning Ecosystem**

An innovative learning environment will develop students' essential 21<sup>st</sup> century skills such as critical thinking, creativity, communication, and collaboration.



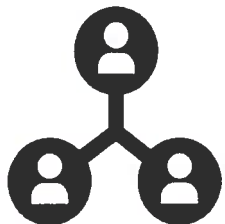
**Pillar 2:**  
**Reimagine the High School Experience**

The learning experience in our three high schools will align with the realities of modern life and ensure that the high school experience helps every young person find a sense of purpose.



**Pillar 3:**  
**Nurture Staff Leadership and Empowerment**

Teachers will design their own learning and leadership path, whether in or out of the classroom. We will create new teacher leadership roles, and launch a core professional development program that provides more opportunities for staff to self-select trainings that meet their interests and needs.



**Pillar 4:**  
**Strengthen Family and Community Engagement**

We will continue to engage with families and community as staff work to better students' learning experience. Community partnerships will also help increase awareness about importance of key issues like early childhood education and the options available for children in Salem.

# Current Year Priorities

Pillar	Year 1 (Current Year) Priority
<b><u>Pillar 1:</u> Create a vibrant Learning Ecosystem</b>	<ul style="list-style-type: none"><li>• Increase student performance for all and close achievement gaps</li><li>• Full implementation of City Connects</li></ul>
<b><u>Pillar 2:</u> Reimagine the HS Experience</b>	<ul style="list-style-type: none"><li>• Initiate engagement process for high school redesign</li><li>• Restructure and redesign the college and career center</li><li>• Plan technology improvements and potential 1x1 initiative</li></ul>
<b><u>Pillar 3:</u> Nurture Staff Leadership &amp; Empowerment</b>	<ul style="list-style-type: none"><li>• Increase teacher leadership opportunities and PD</li><li>• Improve talent recruitment, selection, and support to increase the quality and diversity of the talent pool</li><li>• Increase retention of qualified, effective staff and talent</li></ul>
<b><u>Pillar 4:</u> Strengthen Family and Community Engagement</b>	<ul style="list-style-type: none"><li>• Implement school family and engagement goals</li><li>• Develop plan for a Welcome Center that includes the student assignment function, but also serves as the place where families can access and are oriented to the many resources available to them</li></ul>



# Other Priorities, Continued

- **Develop a data dashboard to monitor progress and track critical outcomes associated with the strategic plan**
- **Successfully raise private funds to support critical areas of work associated with the strategic plan**

# Group Activity

## In Three Groups

- Review the priorities for the year
- Discuss the following questions:
  - What questions do you have related to these priorities?
  - What suggestions & recommendations do you have to help the Superintendent & District Leadership Team be successful in implementing these priorities?
- Appoint 1 member to record the group's responses
- Appoint 1 representative to share group responses

# Challenges & Opportunities

## Current Challenges

- Disproportionate enrollment of students of color with high needs & challenges at NBS
- Persistently low and concerning student performance at NBS
- Setting high expectations for all students in all schools, with a focus on our high schools
- Unsustainable facility and location for the Horace Mann Laboratory School (HMLS)
- Long-term enrollment trends & projections



# Challenges & Opportunities

## Current Opportunities

- Implementation of new student assignment policy with school-based enrollment targets, etc.
- Mobilizing intervention and acceleration plans for NBS students
- Redesign of high school underway
- Strengthening partnership with Salem State University (as well as with other partners)
- Blueprint in place – 5-year strategic plan

# Whole Group Discussion

## Inquiry Questions

- What are some additional challenges and opportunities that are important to you?
- What questions do you have regarding these challenges and opportunities?
- What are some of your initial thoughts about ways to address some of these challenges and further leverage the opportunities underway?

## FY19 Budget: Guiding Principles

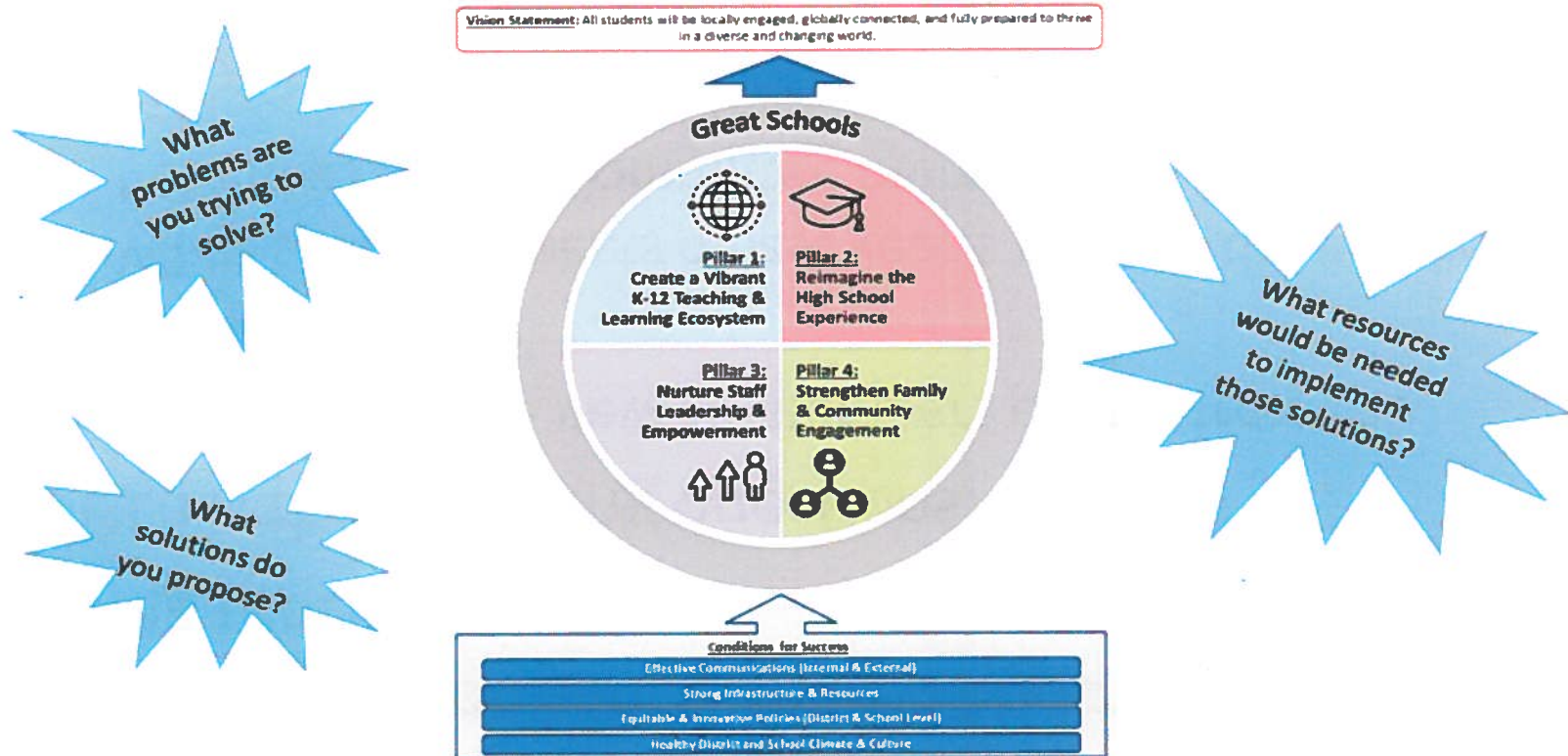
1. Focus on needs of all students. Keep students' needs at the center of all decisions in our budget.
2. Prioritize the support of students with the highest need in the district.
3. Ensure transparency of rationale – align budget to the Strategic Plan.
4. Increase the alignment between allocation of resources and projected enrollment levels at the schools.
5. Invest in initiatives that have proven to be effective in raising student achievement.
6. Invest in expanding the diversity in our staff and increasing the capacity of our staff to meet the needs of diverse student populations in SPS.
7. Invest in improving the conditions for success that will support and enhance the academic work done in our schools.



# Planning Process with Schools & Depts

- Based on collaborative problem solving (see inquiry questions used in collaboratives)
  - Alignment to the strategic plan & prioritization for flexibility
- Round 1: Budget Collaboratives (completed Dec 2017)
  - Collaborative problem solving
  - Non-personnel, stipends, and capital projects
- Round 2: Budget Collaboratives (Jan-Feb 2018)
  - Continue collaborative problem solving & begin staff planning
- Final Round (as needed)
  - Final proposals and plans

# Budget Collaboratives – Round 1



*Are there any resources available at your school or department (consider potential staffing changes, enrollment, etc.)?*

# Whole Group Discussion

Reflect on the information shared about the budget planning process

- Discuss the following questions:
  - What should the new SC members expect from the budget process?
  - What specific aspects of last year's process did you find helpful as School Committee members?



# Hopes & Dreams for SPS

- As we begin the new year, what are your greatest hopes and dreams for what we can accomplish together in SPS in 2018?



## **Salem Public Schools Mission Statement**

We are a diverse and welcoming community that promotes the academic, social, emotional and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences.

We empower all students to chart a personalized path to success that includes a commitment to the common good.

## **Salem Public Schools Vision Statement**

All students will be locally engaged, globally connected, and fully prepared to thrive in a diverse and changing world.

## **Salem Public Schools Core Values**

**Our organization's values define what we cherish and how we conduct ourselves every day on behalf of Salem's children. In alphabetical order, they are as follows:**

### **CELEBRATION OF DIFFERENCE**

We celebrate the magnificent diversity of our community and recognize it as one of our greatest sources of strength. As we prepare our children for a diverse world, we must model the value that comes from different cultures, languages, perspectives and experiences. When we recognize and welcome our differences, we discover our common humanity.

### **COLLABORATION**

Through collaboration we find new sources of energy and strength. SPS encourages and supports collaboration and exchange within our schools and across the district. When children see adults working well together, they learn to work well together—a skill that will benefit them in years to come in any endeavor. Moreover, SPS actively seeks out partnerships with the rich array of organizations that are the hallmark of our community. Everyone wins when the city becomes an extension of our schools and classrooms.

### **CULTURE OF LEARNING AND INNOVATION**

We live in a world that is changing at a rapid pace, which requires that all of us take responsibility to be continuous learners. Building on what is working well, we closely follow emerging trends, identify and share promising practices, seek outside expertise when necessary, and embrace new approaches that will benefit our children. We are also nimble enough to adapt quickly to changing conditions.

### **EQUITY & ACCESS**

SPS is committed to identifying and eliminating any and all barriers to educational achievement. To this end, we promote policies and practices that are fair and just, and make learning opportunities—in and out of school—fully accessible to all. We commit to

ensure *every* student, regardless of background, meets our high standards for achievement, participation, and growth.

### **GROWTH FOR ALL**

In our district, *everyone*—including administrators, teachers, students, staff and parents—has the opportunity to grow and develop new capabilities. It is our job as an organization to create the conditions for human flourishing at all levels. With high expectations come high levels of support.

### **HIGH STANDARDS OF EXCELLENCE FOR ALL**

We expect and achieve the highest standards of excellence. This begins at the district level and extends to the school, classroom and each individual. There is simply no replacement for a job well done, whether it's creating an academically enriching curriculum, mastering a new skill, developing new knowledge, or attending to our physical plant and administrative operations with care.





# Salem Public Schools Data Packet

**School Committee Retreat**  
**January 13, 2018**



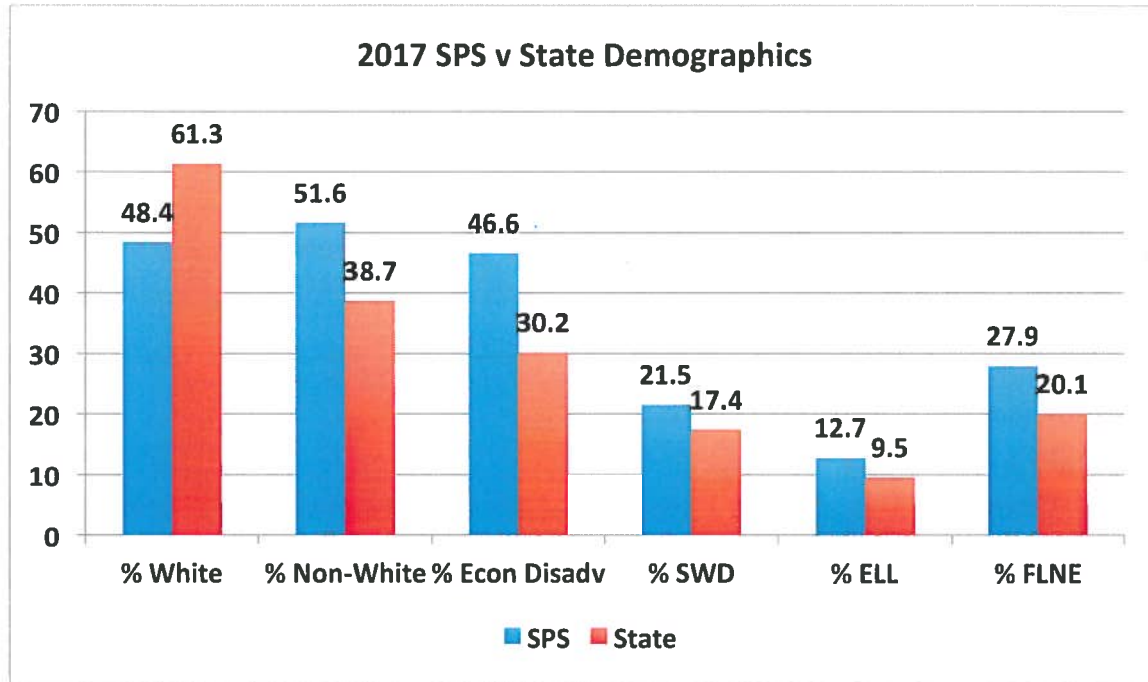
# **Data Packet for School Committee Retreat 1/13/18**

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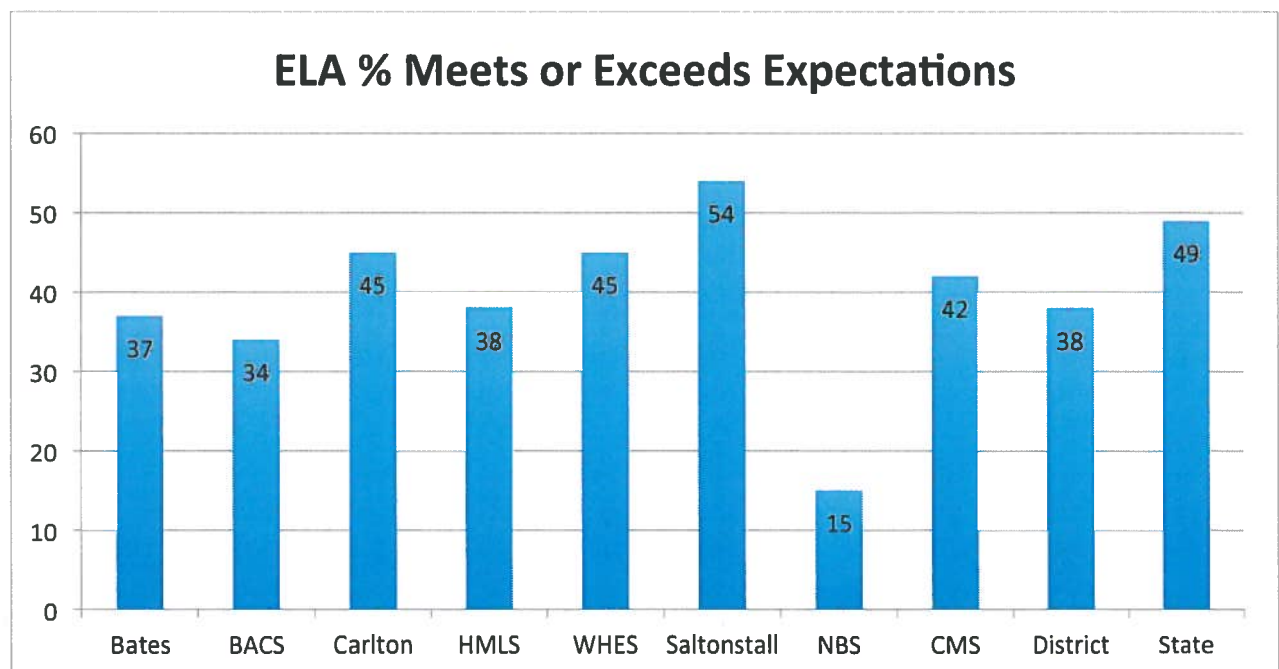
## Salem Public Schools Demographics Compared with the State

The below graph compares the 2017 SPS demographics with that of the statewide averages for each category.



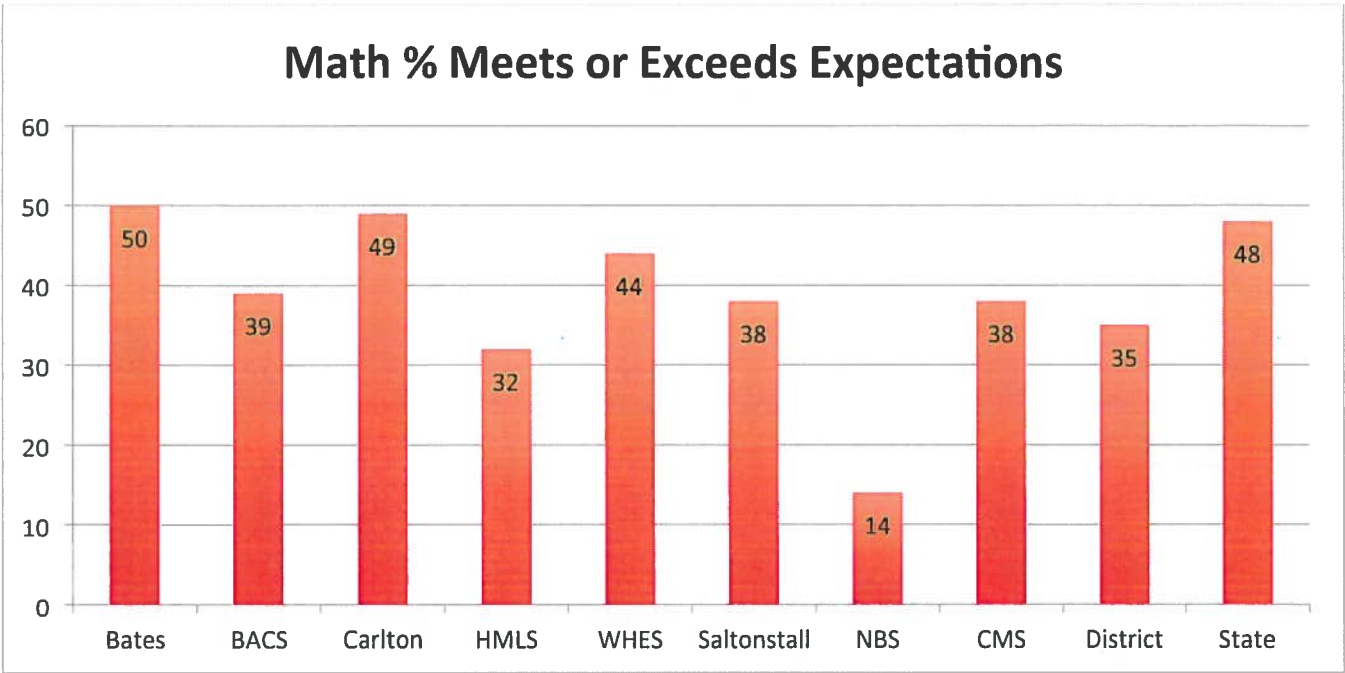
## 2017 MCAS 2.0 Achievement by School (Grades 3-8)

### 2017 ELA Achievement by School

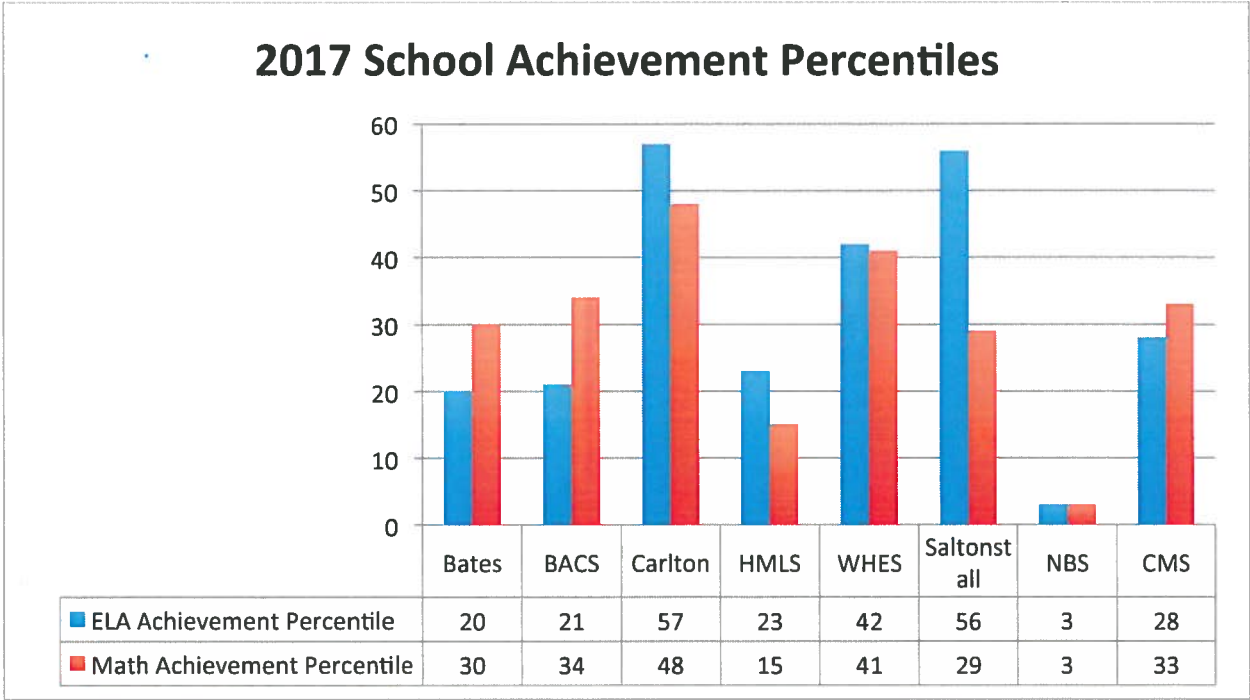




### 2017 Math Achievement by School

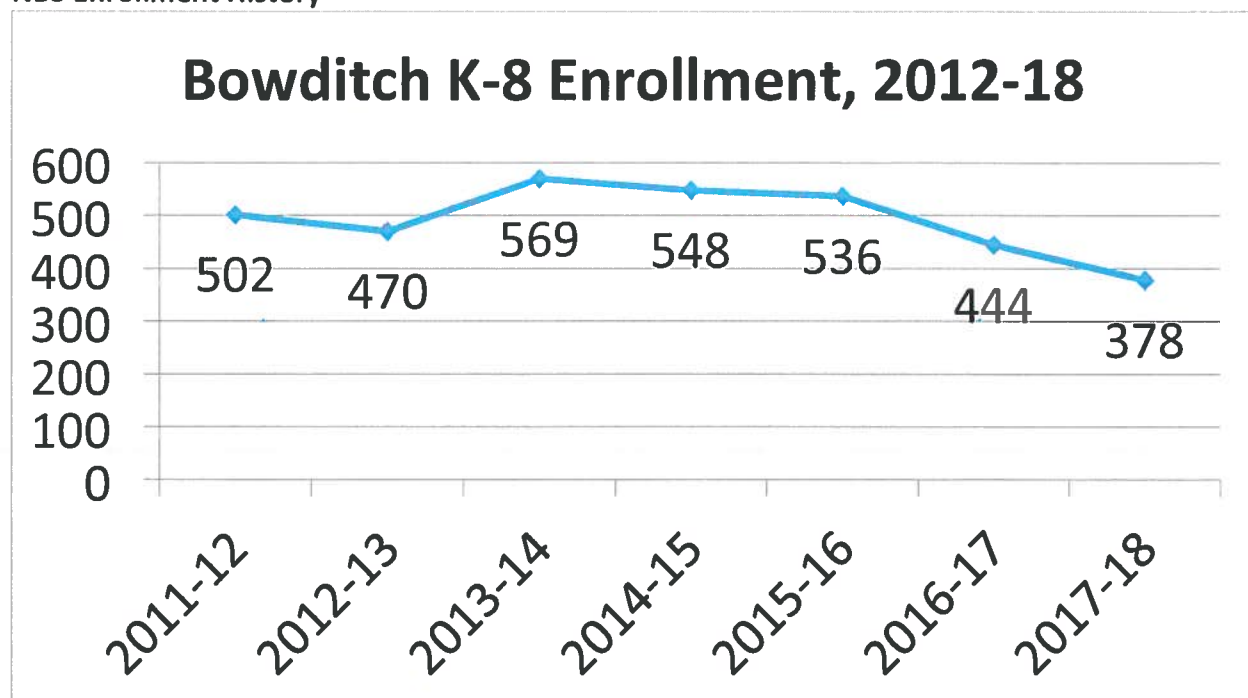


### 2017 School Achievement Percentiles by School



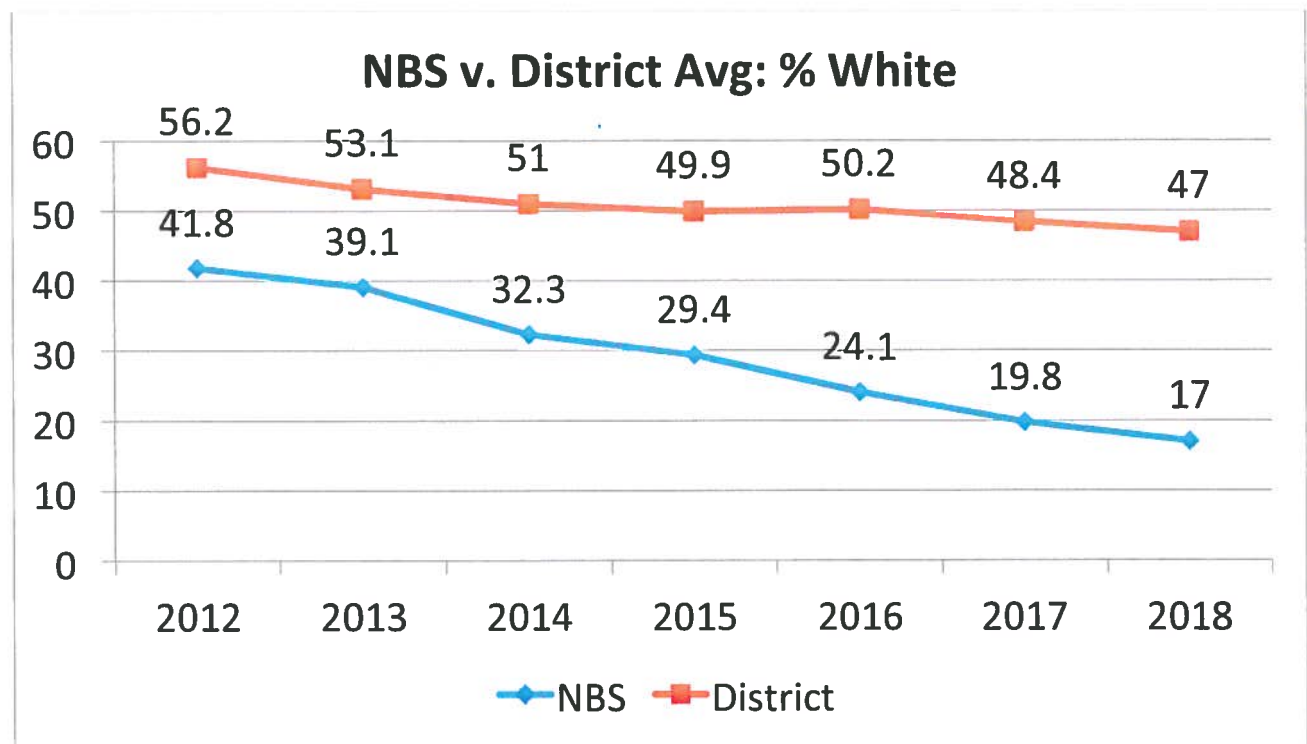
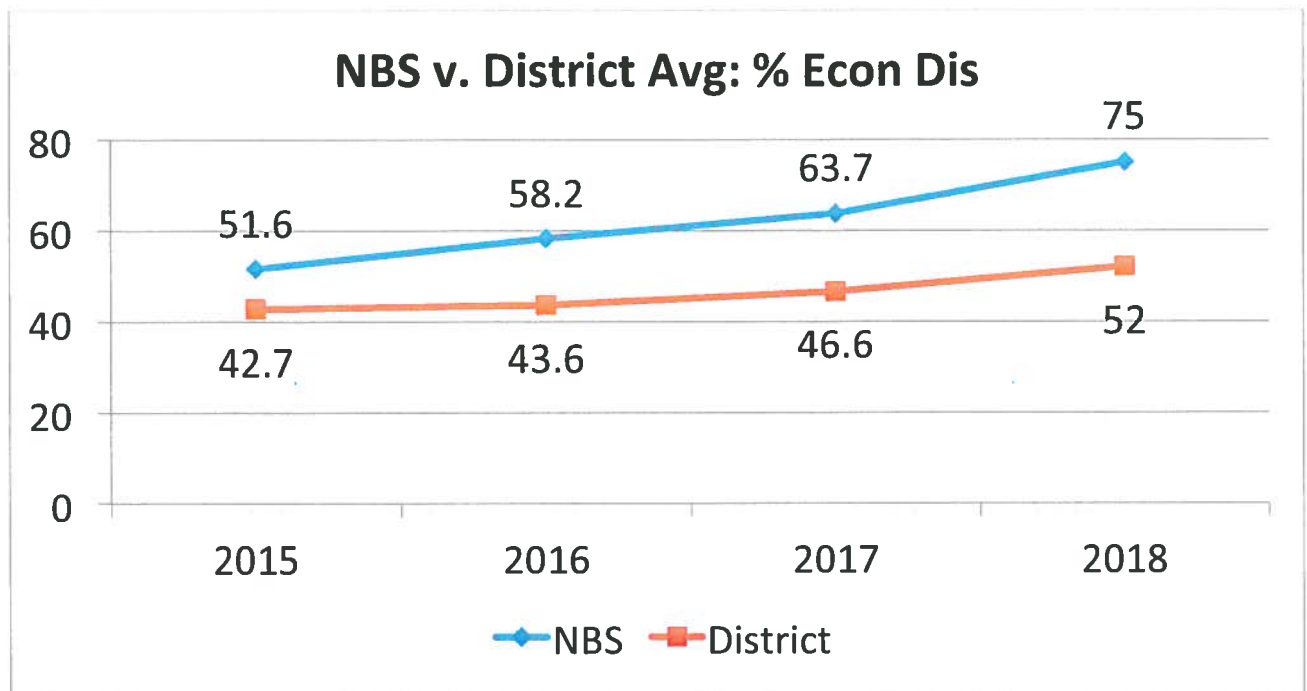
## School Level Data – NBS K-8

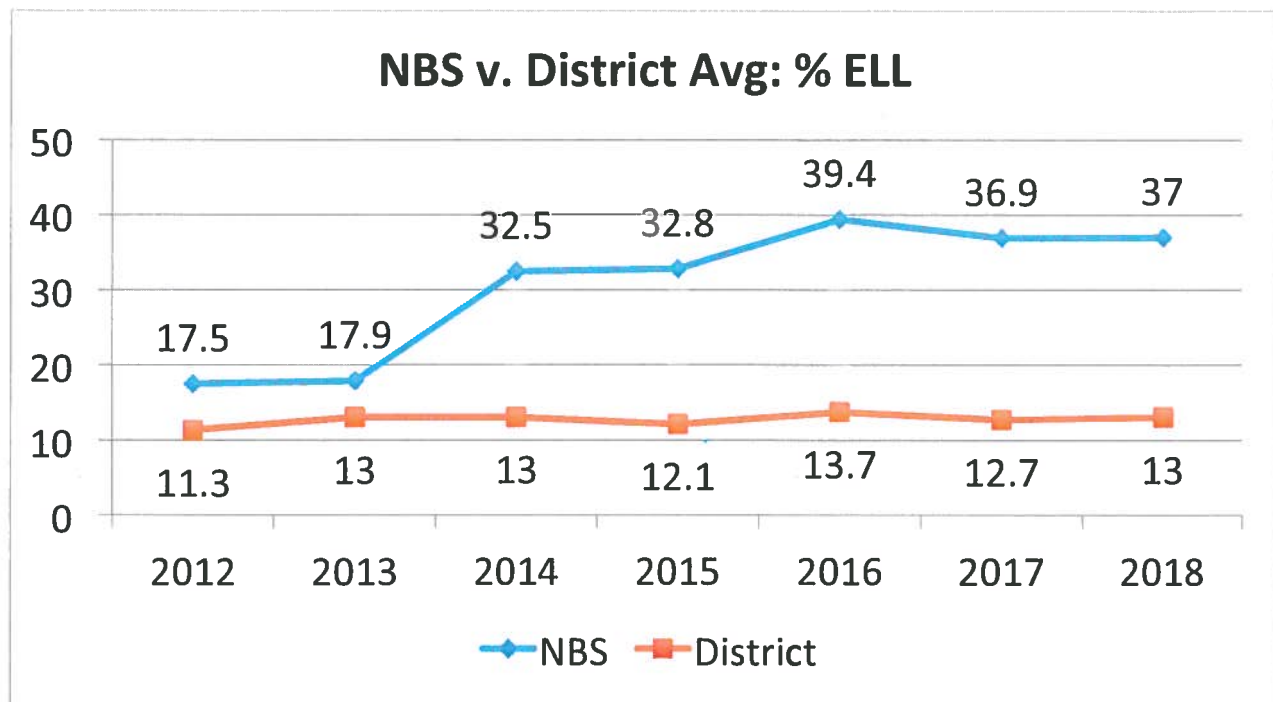
### NBS Enrollment History



### NBS Demographics Compared with District Average

		2012	2013	2014	2015	2016	2017	2018
African American	NBS	4	3.8	3.2	4	4.7	5.9	6.9
	District	5	4.9	5.2	6	5.8	6.5	6.8
Asian	NBS	0.2	1.3	1.9	1.6	1.3	2.7	2.4
	District	2.7	2.7	2.9	3	2.5	2.4	2.9
Hispanic	NBS	49.6	52.3	59.2	62.4	67	69.1	70
	District	31.9	35	36.3	36.4	36.8	38	38.4
White	NBS	41.8	39.1	32.3	29.4	24.1	19.8	17
	District	56.2	53.1	51	49.9	50.2	48.4	47
ELL	NBS	17.5	17.9	32.5	32.8	39.4	36.9	37
	District	11.3	13	13	12.1	13.7	12.7	13
SWD	NBS	15.1	14	14.6	13.1	11.4	10.6	11.6
	District	23.1	22.2	21.6	21.5	21.5	21.5	21.1
High Needs	NBS	-	68.9	80.8	69.9	75.4	76.8	
	District	-	65.3	67.8	57.7	58.5	60.3	
Low income*/Econ Disad	NBS	65.9*	60.2*	75.0*	51.6	58.2	63.7	75
	District	57.7*	55.9*	59.7*	42.7	43.6	46.6	52





**NBS School Accountability Data - 2012 – 2017**

	2012	2013	2014	2015	2016	2017
<b>Percentile</b>	15	21	14	8	12	3
<b>ELA CPI</b>	71.4	69.7	63.1	65.2	65.2	N/A
<b>ELA SGP</b>	41	41	45	45	55	39
<b>Math CPI</b>	65	68.2	56.6	54.9	54.4	N/A
<b>Math SGP</b>	56	53	40	37	37	41.5
<b>Science CPI</b>	57.6	58.6	51.5	52.1	51.2	



## FY19 Budget: Guiding Principles

SALEM PUBLIC SCHOOLS

### FY19 Budget: Guiding Principles

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