

AMENDED AGENDA

MEETING NOTICE

POSTED IN ACCORDANCE WITH THE PROVISIONS OF MGL 30A § 20 Act relative to extending certain COVID-19 measures adopted during the state of emergency

Marblehead School Committee

Name of Board or Committee

Address: Marblehead High School – Library at 2 Humphrey St. Marblehead MA 01945

OR

Zoom Conference join via the web link or Dial in: <https://marbleheadschoo-ls-org.zoom.us/j/97886762817?pwd=5hT6kswajlCtbJVuC2uYOnlpdiv7fE.1>

Meeting ID: 97886762817

Password: 610612

Dial in Phone: #1 646 931 3860

| Thursday | May | 1 st | 2025 | 6:00PM |
|-------------|-------|-----------------|------|--------|
| Day of Week | Month | Date | Year | Time |

Agenda or Topics to be discussed listed below (That the chair reasonably anticipates will be discussed)

- I. Opening Business: Call to Order
 - a. Pledge of Allegiance
 - b. Commendations
 - c. Public Comment
 - d. Student Representative
- II. District Updates- Supt. John Robidoux
- III. Consent Action and Agenda Items
 - a. Schedule of Bills (vote)
 - b. Meeting Minutes (vote)
- IV. School Committee Communication and Discussion Items
 - a. School Spotlight: Marblehead High School
 - b. School Improvement Plans: (High School, Glover) (vote)
 - c. Request to Planning Board for Piper field usage change (vote)
 - d. Request for naming of Glover School Playground (vote)
 - e. Financial Update(Asst. Supt. Pfifferling)
 - f. Flag and Banner Policy 3rd reading (possible vote)
 - g. *Increase intramural hourly rate in accordance with June 22 Stipend Agreement* (vote)
 - h. Recess Policy 1st reading
 - i. *Marblehead School Committee DRAFT Operating Protocols/Code of Ethics*
 - j. Superintendent Evaluation discussion and schedule
 - k. Subcommittee and Liaison Updates

- V. Closing Business
 - a. New Business- School Committee Announcements and Requests
 - b. Correspondence

Adjournment

Hybrid Meeting Notice: Members of the public are welcome to attend this in-person at 2 Humphrey St. Marblehead MA 01945 or by the remote zoom connection provided. Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

THIS AGENDA IS SUBJECT TO CHANGE

Chairperson: Jennifer Schaeffner
Posted by: Jennifer Schaeffner
Date: 5/1/25



DATE POSTED:

Town Clerk Use Only

2025 APR 30 AM 8:12

AMENDED AGENDA**MEETING NOTICE**

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THIS AGENDA IS SUBJECT TO CHANGE

Chairperson: Jennifer Schaeffner
Posted by: Jennifer Schaeffner
Date: 4/30/25



DATE POSTED:

Town Clerk Use Only

2025 APR 28 PM 3:27

MEETING NOTICE

POSTED IN ACCORDANCE WITH THE PROVISIONS OF MGL 30A § 20 Act relative to extending certain COVID-19 measures
adopted during the state of emergency

Marblehead School Committee

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THIS AGENDA IS SUBJECT TO CHANGE

Chairperson: Jennifer Schaeffner
Posted by: Jennifer Schaeffner
Date: 4/28/25



Marblehead Public Schools

9 Widger Road
Marblehead, Massachusetts 01945
Phone: (781) 639-3140

John Robidoux
Interim Superintendent of Schools

Julia Ferreira
*Assistant Superintendent of
Teaching & Learning*

LisaMarie Ippolito
*Assistant Superintendent of
Student Services*

Michael Pfifferling
*Assistant Superintendent of
Finance & Operations*

MEMORANDUM

TO: Marblehead School Committee
FROM: Michael Pfifferling, Assistant Superintendent of Finance and Operations
DATE: April 30, 2025
RE: Schedule of Bills for Approval

Included in this packet are the following Schedules of Bills for your consideration. The schedules and invoices have been uploaded to the shared drive.

| Schedule | Amount |
|----------|--------------|
| 26479 | \$322,002.64 |
| 26496 | \$9,722.05 |
| 26498 | \$37,878.00 |
| 26499 | \$15,422.21 |
| 26500 | \$20,623.66 |
| 26527 | \$85,470.47 |
| 26561 | \$103,969.76 |
| | |
| | |
| | |
| | |
| Total | \$595,088.79 |

Suggested Motion:

Motion to approve the identified schedules of bills totaling \$595,088.79

Marblehead High School

School Improvement Plan

2025-2026



| Focus Area | Teaching & Learning |
|----------------------------------|---|
| District Strategic Objective | Fully align teaching and Learning, Pre k -12 with our multi-tiered system of supports (MTSS) framework to ensure all students meet or exceed academic & social-emotional learning expectations. |
| District Strategic Initiative(s) | 1.1 Develop consistent systems, common assessments, and process for data inquiry & analysis to support instructional excellence and student growth 1.2 Expand and refine instruction to ensure the taught curriculum is consistent and Equitable for all students. |
| School Based Goal | MHS will prepare for the NEASC collaborative visit. MHS will create a team consisting of educators and administrators who will oversee the process of fulfilling the requirements for continued NEASC accreditation. |

| Improvement Strategies | Action Steps | Who | Timeline | Resources Needed |
|---|--|--|-----------------------------|---------------------------|
| Present work completed during 2024-2025 school year from Vision of the Graduate PFS PLC team. | Present to faculty and staff | MHS Admin and NEASC Coordinators | August 2025 | Google Slide Presentation |
| Create NEASC Collaborative Conference Report | Educators compile evidence and initial writing of standards | MHS Admin Team, Lead Teachers, Faculty | August 2025 - November 2025 | Meeting Time |
| Complete NEASC Collaborative Conference Report | Report is finalized, written in one voice, and voted on by faculty | MHS Admin Team, Lead Teachers, Faculty | December 2025 | Meeting Time |
| Create a NEASC Collaborative Conference visiting team | Create a PLC team of educators who will serve on a committee to prepare for the NEASC Collaborative Conference Visit in the Spring of 2026 | MHS Admin Team, Lead Teachers, Faculty | November 2025 - May 2026 | Meeting Time |

| Focus Area | Teaching & Learning |
|----------------------------------|--|
| District Strategic Objective | Fully align teaching and Learning, Pre k -12 with our multi-tiered system of supports (MTSS) framework to ensure all students meet or exceed academic & social-emotional learning expectations. |
| District Strategic Initiative(s) | T & L - 1.1 Develop consistent systems, common assessments, and process for data inquiry & analysis to support instructional excellence and student growth T & L - 1.3 Align the curriculum by engaging in curriculum mapping that includes scope & sequence. |
| School Based Goal | MHS will create and update written curriculum documents for all courses that include a scope and sequence. |

| Improvement Strategies | Action Steps | Who | Timeline | Resources Needed |
|--|--|---|--------------------------------|------------------|
| MHS will assess department needs for a written curriculum that includes scope and sequence. | Departments will use pd time to determine what work needs to be accomplished. | MHS Admin, Lead teachers, Faculty | September 2025-October 2026 | Provide Time |
| Based on departmental assessments of curriculum, departments will focus on developing and updating written curriculum documents for each course that include scope and sequence. | Schedule times to work on curriculum Review current curriculum documents and revise as needed | MHS Admin, Lead teachers, Faculty | November 2025- June 2026 | Provide Time |

| Focus Area | Professional Culture |
|----------------------------------|---|
| District Strategic Objective | Build, strengthen, & support educator capacity and well-being. |
| District Strategic Initiative(s) | T&L - 1.4 Provide professional development that supports educator development, including best practices for an inclusive curriculum. PC - 2.4 Develop & offer relevant, effective PD throughout the school system. |
| School Based Goal | MHS will offer professional learning opportunities to support educator development, promote the implementation of best instructional practices, and include training in social-emotional learning (SEL) strategies. |

| Improvement Strategies | Action Steps | Who | Timeline | Resources Needed |
|--|---|---------------------------------------|----------------------------|---|
| Survey faculty regarding PD opportunities | Create survey and survey faculty | MHS Admin Lead Teachers Faculty | September 2025 | Meeting Time |
| Offer Wayfinder training for faculty on uses in supporting SEL in the classroom. | Identify opportunities to use Wayfinder in the classroom to support student learning. Faculty will be given time to visit colleagues to observe colleagues' use of Wayfinder in the classroom. Faculty members will share out their experiences using Wayfinder | MHS Admin, SEL Lead, Faculty | October 2025- June 2026 | Substitute Teachers Faculty Meeting Time Funding for PD |
| Offer PD and observation opportunities to faculty | Identify staff needs for PD based on survey data Faculty will be given time to visit colleagues to observe instruction. Faculty members who have attended PD will share out during staff meetings | MHS Admin, Faculty | October 2025- June 2026 | Substitute Teachers Faculty Meeting Time Funding for PD |

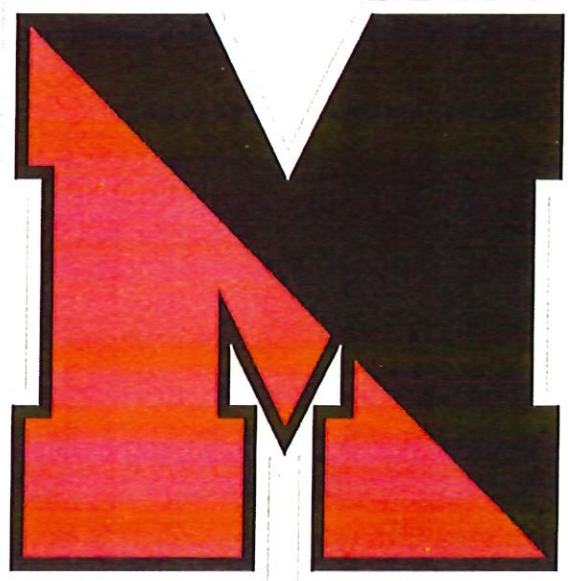
| Focus Area | Diversity, Equity & Inclusion |
|-------------------------|--|
| Strategic Objective | Promote equity & ensure inclusion by acknowledging & embedding all forms of diversity throughout the district. |
| Strategic Initiative(s) | <p>3.3 Examine and work with culturally responsive experts to revise curriculum and assessment to provide equitable learning opportunities, resources, and materials that reflect all students.</p> <p>3.6 Identify, Create, & Evaluate practices to ensure all students have access to high quality educational opportunities</p> <p>3.8 Sustain and support DEI team</p> |
| School Based Goal | Increase opportunities for student voice at MHS to strengthen students' sense of belonging. |

| Improvement Strategies | Action Steps | Who | Timeline | Resources Needed |
|--|---|--|-------------------------------|--|
| Create and administer a student survey. | <p>Develop and administer surveys to gather input on school climate, belonging, and areas for improvement.</p> <p>Survey data will be reviewed during the PLC meeting time and shared out with faculty.</p> | MHS Admin, Teachers | September 2025- December 2025 | <p>PLC meeting time</p> <p>Magic Block Time</p> <p>Faculty Meeting Time for presentation</p> |
| Celebrate and highlight student contributions | Regularly recognize student achievements, leadership, and contributions through newsletters. | MHS Admin, teachers, coaches, advisors | September 2025- June 2026 | Smore Newsletters |
| Create a opportunities for students to come together to discuss opportunities for improvement at MHS | <p>Create monthly student listening session during Magic Block</p> <p>Establish a Student Voice Committee that meets regularly with school admin and faculty.</p> | MHS Admin, Teachers | September 2025-June 2026 | Time to meet with students |
| Gather feedback from staff | Survey staff to collect data to determine possible next steps and ongoing needs. | MHS Admin, Teachers | May 2026 | Survey for staff |

Glover Elementary School

School Improvement Plan

2025-2026



Marblehead Public Schools

| Focus Area | Teaching & Learning |
|----------------------------------|---|
| District Strategic Objective | Fully align teaching and Learning, Pre k -12 with our multi-tiered system of supports (MTSS) framework to ensure all students meet or exceed academic & social-emotional learning expectations. |
| District Strategic Initiative(s) | Develop relationships with school leaders and learn about the District Schools and levels. Develop a student voice and a sense of community. |
| School Based Goal | To increase overall student achievement and develop student accountability and acceptance. To increase the value of "School is Important" and the value of being part of a positive school community. |

| Improvement Strategies | Action Steps | Who | Timeline | Resources Needed | Status |
|---|--|--|-------------|---|--------|
| Arrange for more common planning times for grade-level and content-area teachers at least once per week. A central area of focus will be on Tier one strategies and becoming more familiar with Wayfinder | Teacher, Admin. After School meeting times. Lead Teacher Meetings | Teachers Administration | August-June | PLC Meeting time. After School time. Built in Professional Time | |
| Implement Best Practice Classroom components, rethink a foundational approach, and collaborate on celebrating an inclusive model of Tier One Instruction. Develop a school-wide do now approach. Each day incorporates a silent, sustained reading time. | Teachers from Glover School will participate in Best Practice Routines beginning in September with a full week or refresher training Teachers from grade levels will give students opportunities to choose a fun book with data benchmarks to meet. | Administrators Teachers Counselors SpEd Chair | August-June | Professional Development Speakers Stipend for train the trainer (Teachers teaching teachers) Professional Development | |

| | | | | | |
|--|---|-------------------------|-------------|--|--|
| A Pineapple Chart System. A Pineapple has been a symbol of hospitality. So, teachers will invite other teachers into their classrooms. | Teachers will develop a schedule in each grade level and across grades. | Administration Teachers | August-June | Time Schedule for tutors to meet with teachers Time added to the math block iReady Resources Math Cool Down assessments | |
|--|---|-------------------------|-------------|--|--|

| Focus Area | Professional Culture |
|-------------------------|---|
| Strategic Objective | Strengthen school values such as respect and caring for your school environment. |
| Strategic Initiative(s) | Develop positive school wide initiatives to improve school morale |
| School Based Goals | The Glover School Staff will engage in multiple opportunities throughout the year to develop and strengthen a positive, engaging, and unified professional culture where staff members feel a sense of belonging and thrive as educators. |

| Improvement Strategies | Action Steps | Who | Timeline | Resources Needed | Status |
|--|--|--|-------------|--------------------------|--------|
| Develop a system to celebrate staff achievements and celebrations with a consistent vision of shared accountability. | Regular use of meetings to connect, celebrate, and share the development as a staff. Further, seek opportunities for guest speakers. | Principal, Admin Assistant, Sped Coordinator | Aug-June | A charting system. | |
| Each Friday "A Glover Friday" wear Glover colors to build community | Conversations and classrooms visits to build connections | Principal, Teachers, Coaches | August-June | Glover shirts and "swag" | |

| Focus Area | Diversity, Equity & Inclusion |
|-------------------------|---|
| Strategic Objective | Promote an environment of acceptance and that everyone has a voice to be heard |
| Strategic Initiative(s) | Identify areas to improve when we encounter an opportunity for a learning moment. Identify who will be the point person and who will be included. |
| School-Based Goal | The Glover School staff members will work to ensure an inclusive environment as it relates to all students with an added focus on our Metco community |

| Improvement Strategies | Action Steps | Who | Timeline | Resources Needed | Status |
|--|--|-------------------------------------|-------------|--|--------|
| Develop a plan to collaborate to ensure we offer inclusive practices throughout the school. Develop a plan to meet with the Metco director bi-weekly to ensure a shared alignment. | Classroom Meetings School-Wide Assemblies Metco meetings | Principal, Teachers, Metco Director | August-June | Time! | |
| Continue to collaborate to ensure we are offering inclusive practices throughout the school. | Training with opportunities for self-reflection Teachers forums to discuss bias and to promote a culture of "we are all special" Continue to build a common language around common school-wide expectations as identified by Best Practices. | Principal, Teachers, and staff | August-June | Technology Morning announcement time School Wide Community Meeting time. Time to review and reinforce school wide expectations at the beginning of the year and throughout the year | |



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Lisa Marie Ippolito
*Asst.
Student Services*

Michael Pfifferling
*Asst. Superintendent of
Finance & Operations*

Seeking relief from 2013 Marblehead Planning Board decision regarding Piper Field usage

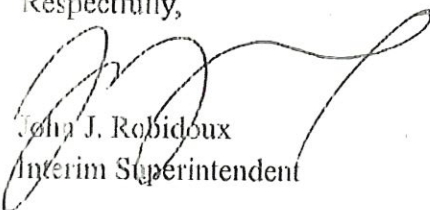
Collaboration and communication are important factors in ensuring that the various town entities work together for the greater good of all youth in the town. As such, we are looking to maximize the use of Piper Field so that our sub-varsity teams can use the field more frequently, thereby freeing up other fields in town for usage by the town recreational leagues.

The current planning board document encompasses the use of Piper field lights and the public announcement (PA) system. In the decision, the school is allowed to use the lights twelve nights per year and to utilize the PA system during football games.

The proposal is to utilize the lights until 10:00 PM for twelve nights and until 9:00 PM on all other nights. We are also seeking to use the PA system at all applicable MPS athletic contests at the field. This issue has not been revisited since 2013, and given that there is significant demand for field use by sports teams and the fact that the new LED lights have much lower impact than the lights that have been replaced, it seems prudent to seek relief from the current decision at this juncture.

Once the School Committee has taken action on this proposal, an application will be submitted to the planning board in the hopes of being heard at their June meeting.

Respectfully,



John J. Robidoux
Interim Superintendent



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Student Services*

Michael Pfifferling
*Assistant Superintendent of
Finance & Operations*

MEMORANDUM

TO: Marblehead School Committee
FROM: Michael Pfifferling, Assistant Superintendent for Finance & Operations
DATE: May 1, 2025
RE: FY25 Financial Reports as of April 30, 2025

Attached please find a year-to-date expenditure report through April 30, 2025. YTD, we have expended \$31,782,239 and encumbered \$12,517,953 of the FY25 budget. This represents 94.74% of our annual budget as being committed. There is a current unexpended balance of \$2.46M in the School Department's General Fund Budget. The difference between available funds from March 31 to April 30 is \$253,675.

Please make note of the following.

- Payroll
 - The data continues to indicate the manual process of encumbering salaries is working as intended. After 4 reporting periods, the salary lines are holding close to the encumbered amounts. We will continue to review this monthly.
- FY25 End of Year Projections
 - At this time, the School Administration projects that there will be a surplus in the FY25 Budget to again allow for the pre-payment of Out of District Special Education Tuitions in the approximate amount of \$900,000 (which is the same as FY24). I recommend we began planning for how to address any end of the year surplus in the General Fund
- FY26 Budget
 - On March 20, 2025 the Marblehead School Committee unanimously approved the Superintendent's FY26 proposed budget of \$49,120,285.
 - On March 31, 2025, the Town of Marblehead Finance Committee unanimously approved the same budget.
 - The Superintendent and School Leadership Team attended the Town of Marblehead Warrant Article Hearing on April 7, 2025

- The Marblehead Town Meeting is scheduled for May 5, 2025

Respectfully submitted,

A handwritten signature in dark ink, appearing to be "M. P. H." followed by a long, sweeping horizontal line.

IMDB – Policy Regarding Display of Flags and Banners

The Marblehead School Committee, as the governing and policy-making body of the Marblehead Public Schools, has the sole authority to determine that flags and banners affixed on school district property reflect the mission, vision, and values of the school district and constitute the school district's government speech. This policy does not apply to athletic team banners, student artwork, locker decorations, notebook covers, or any personal items students may bring to class or use during transportation to or from school or school events. Additionally, the policy allows the display of positive affirmations, such as encouraging school values, promoting a welcoming environment for students, or recognizing school community members, provided they are not affiliated with or attributed to a political or activist organization.

The Marblehead School Committee affirms that all government speech expressed through flags and banners on school property shall be presented in a viewpoint-neutral manner. The District shall not use such displays to promote, endorse, or oppose any particular political, religious, ideological, or partisan viewpoint. All such speech shall be limited to content that is directly related to the District's educational mission, public service announcements, or messages of general civic unity that do not favor one viewpoint over another.

The Committee has therefore adopted this Policy which is subject to the following rules.

1. Flags that have official legal status – the United States flag, the Massachusetts State flag, and the POW/MIA flag – shall be displayed on school district property;
2. In addition, flags and banners that reflect the school district's mission, vision, and values shall be displayed at such times and locations on school district property as determined by the School Committee. The Superintendent, acting in their sole discretion and pursuant to their responsibility for the day-to-day operations of the district and its schools, may recommend to the Committee that it adopt a flag or banner as the school district's government speech.
3. The Marblehead Schools has determined that the mission, vision and values of the school district are reflected by flags representing the following (6) heritage months and may be displayed during the specified month: African American History Month (February), Women's History Month (March), Asian Pacific American History Month (May), Pride Month (June), Hispanic Heritage Month (mid September-mid October), Native American Heritage Month (November).
4. The Marblehead School Committee will not accept any third party requests.

Approved 2025

Elementary Recess Policy (Grades K–6)

In alignment with the guidance from the Centers for Disease Control and Prevention (CDC) and the American Academy of Pediatrics (AAP), this policy affirms the district's commitment to the physical, social, and emotional well-being of elementary school students. This policy establishes a minimum requirement for recess time in grades K–6. Regular recess supports physical activity, social development, cognitive performance, and emotional well-being, contributing to a whole-child approach to education, supporting overall student wellness.

Policy

Statement:

Effective SY 25-26, all elementary students in Grades K–6 shall be provided with no fewer than two scheduled recess periods per school day, totaling a minimum of 35 minutes of recess time. This policy is in accordance with CDC's "Strategies for Recess in Schools," AAP Policy Statement "The Crucial Role of Recess in School" (Pediatrics, 2013), and Massachusetts School Wellness Advisory Committee guidelines on physical activity and student wellness.

1. Scheduling:

- Recess shall be scheduled in addition to physical education classes and lunch periods.
- Recess periods will be divided into two blocks (e.g., one in the morning and one in the afternoon), allowing students multiple opportunities for movement and wellness throughout the day.

2. Duration:

- Each recess period must be a minimum of 15 minutes, with the total daily recess time adding up to no less than 35 minutes.
- Schools may exceed this minimum if scheduling and instructional needs allow.

3. Location and Environment:

- Recess should take place outdoors whenever weather permits.
- When outdoor recess is not possible, indoor recess shall still provide opportunities for free play, social interaction, and physical activity.

4. Equity and Access:

- All students shall have equitable access to recess.
- Recess shall not be withheld as a form of punishment for behavioral or academic reasons, in alignment with best practices recommended by the CDC and the American Academy of Pediatrics.

5. Supervision:

- Recess shall be supervised by school staff to ensure a safe and inclusive environment.
- Staff shall encourage cooperative play and positive social interactions.

4/28/25, 9:26 AM

Marblehead Public Schools Mail - Fwd: PRESS RELEASE Board of Elementary and Secondary Education Recommends Pedro Ma...

For immediate release

Tuesday, April 22, 2025

Contact: Jacqueline Reis 781-338-3115

**Board of Elementary and Secondary Education
Recommends Pedro Martinez for K-12 Education Commissioner**

EVERETT – The Board of Elementary and Secondary Education voted today to recommend that Chicago Public Schools CEO Pedro Martinez be the next Massachusetts Commissioner of Elementary and Secondary Education. The final decision rests with Education Secretary Patrick Tutwiler, who voted in support of the recommendation.

"Mr. Martinez is a proven, nationally recognized education leader who has a successful track record of closing student achievement gaps, creating innovative educational pathways and paying particular attention to children with special needs and English language learners," said **Board Chair Katherine Craven**. "Mr. Martinez will add valuable insight and perspective to the immediate tasks of formulating shared expectations around high school graduation requirements."

Forty-two candidates from across the country applied for the position through executive search firm Isaacson, Miller, which the Board retained to help conduct the search. The four voting members of the Preliminary Screening Committee interviewed nine candidates in March and selected three finalists, including Mr. Martinez, using feedback from non-voting Preliminary Screening Committee members, including more than two dozen educators, school administrators, community leaders and key stakeholders.

Under state law, the Board's recommendation for commissioner requires a two-thirds majority vote of all members (Secretary Tutwiler has a vote as a member of the Board), and the secretary decides whether to appoint the recommended candidate or ask the Board to submit another candidate for consideration.

"The vote today was the culmination of months of work by more than 20 committee members, everyone who submitted feedback, and dozens of people who supported this process behind the scenes," said **Education Secretary Dr. Patrick Tutwiler**. "I'd like to thank everyone for their contributions to this process."

4/28/25, 9:26 AM

Marblehead Public Schools Mail - Fwd: PRESS RELEASE Board of Elementary and Secondary Education Recommends Pedro Ma...

Mr. Martinez is a nationally recognized superintendent with a track record of creating comprehensive, multi-year solutions that advance equity and economic mobility. He has spent more than two decades in K-12 education leadership, including 13 years as a superintendent. Under his leadership, Chicago Public Schools has expanded full-day early childhood classrooms, posted some of the nation's top elementary-level post-pandemic reading and math gains, and achieved record-high graduation rates, scholarships earned, and college credits obtained in high school. Prior to joining Chicago Public Schools, Mr. Martinez was superintendent of the San Antonio Independent School District, where he received statewide recognition from the governor and commissioner of education as the fastest improving large district in Texas in 2018, 2019 and 2021. Before joining San Antonio, Mr. Martinez served as superintendent in residence for the Nevada Department of Education and superintendent of the Washoe County School District in Reno, Nev.

Once appointed, Mr. Martinez, who was born in Mexico, will be DESE's 25th commissioner and the first Latino to hold that position. The Department's last commissioner, Jeffrey C. Riley, stepped down in March 2024. The agency was led by Acting Commissioner Russell D. Johnston until March 28, 2025, when he left to lead a school district in Pennsylvania. Since then, Secretary Tutwiler has served as both commissioner and secretary.

###



MASSACHUSETTS
Department of Elementary
and Secondary Education

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You are receiving this message because you opted in to receive information and updates from the Massachusetts Department of Elementary and Secondary Education.

Our mailing address is:

Massachusetts Department of Elementary and Secondary Education
135 Santilli Highway
Everett, MA 02149

Marblehead School Committee

Operating Protocols

As elected members of the Marblehead School Committee, alongside our Superintendent, our primary goal is continuous improvement to maximize student achievement. Our key objectives are effective governance and ensuring that our students are fully prepared for college, careers, and life. Members of the Marblehead School Committee will abide by the following protocols as individuals and as a committee:

I: In our Governance:

1. We represent the needs and interests of all students in the district, prioritizing these needs in our decision-making. We are committed to creating opportunities for community members to share their insights, helping us better understand the needs of our students, families, and staff.
2. We will foster an environment of trust, respect, and inclusiveness, modeling this in our interactions with one another, administration, staff, students, town officials, and members of the public.
3. The Superintendent is responsible for the day-to-day management and operations of the district. Per Massachusetts law, the School Committee sets policies for the district, approves the budget, and evaluates the effectiveness of the Superintendent. Together, we collaborate in establishing the district's vision and goals.
4. School Committee members will recognize that their purview exists when a quorum of the Committee meets, and not as individual members. We understand decisions are codified when a quorum of the Committee is present and derives from majority decisions made during open, public meetings.
5. School Committee members acknowledge the Chair as the official voice of the Committee. The Chair will represent the School Committee when directed to do so by a majority of the members.
6. We will operate respectfully and in compliance with the Commonwealth of Massachusetts Open Meeting Law, while maintaining confidentiality regarding Executive Sessions.

II: In our Operations:

7. We will exercise leadership in vision, planning, policymaking, evaluation, accountability, and advocacy on behalf of all students and the district while respecting the authority of the Superintendent and district administration to manage daily operations.
8. We acknowledge that a School Committee meeting is a business meeting that is held in public- not a meeting with the public.
9. Members are encouraged to attend meetings punctually. Those unable to attend a meeting should inform the Chair promptly.

10. We will strive to ensure that meetings are effective and efficient by being well-prepared, conducting business through a clear agenda, and addressing emerging items in subsequent meetings.
11. We agree that discussions will be limited to the agenda, and items will not be added unless the Superintendent and the School Committee Chair determine that delaying the issue until the next meeting would be detrimental.
12. Business will be conducted through a clearly defined agenda that informs the public promptly about what will be discussed at the meeting. Each meeting's packet will be available online the day of the meeting and may include supporting documents for the agenda items.
13. The School Committee encourages community members to attend our meetings and speak on issues within our scope. To ensure everyone has an equitable opportunity to be heard, each speaker will be limited to three minutes. While school district policy allows for a total of fifteen minutes for public comments, this time may be extended at the Chair's discretion.
14. We will keep an open mind and aim to make decisions by consensus, using the best information available at the time. We will consider facts, research, best practices, public input, and recommendations from the Superintendent and other members.
15. We encourage critical thinking and expect all Committee members to respectfully share differing viewpoints as part of the discussion before reaching a decision.
16. The Superintendent will share an annual planning calendar with School Committee members. If a member wishes to add an item to an upcoming agenda, they are encouraged to communicate their request promptly.
17. We acknowledge the importance of subcommittees; the School Committee and the Superintendent will utilize them to focus on a specific topic in-depth and to prepare for presentation, deliberation, and possible action by the full School Committee.

III: In our Communications:

18. We emphasize proactive communication to avoid surprises for the School Committee and the Superintendent. Committee members should contact the Superintendent and the School Committee Chair well in advance of meetings for significant questions or concerns.
19. Requests for information should be directed through the Superintendent and the School Committee Chair, not directly to staff. The Superintendent will ensure equal access to responses for all members.
20. Members of the public can contact the School Committee via email at schoolcommittee@marbleheadschoools.org. Remember, these emails are part of the public record, and the Chair will respond on behalf of the Committee when possible.
21. A positive tone is essential for our school system. Trust among School Committee members, the Superintendent, and administration should be maintained through dignity and respect, allowing open expression of opinions and concerns.
22. Committee members will also refer community questions to the Superintendent. The Superintendent will investigate and provide necessary information for responses.

IV: In our Professional Development:

23. School Committee members will engage in formal training organized by the Superintendent and the School Committee Chair, conducted by recognized organizations such as the Massachusetts Association of School Committees (MASC) and the Massachusetts Association of School Superintendents (MASS).
24. All new School Committee members will attend an orientation session. If requested, a mentor will be assigned to support them.
25. The School Committee will allocate time each year for self-evaluation to assess their progress in adhering to agreed-upon norms and beliefs and goals.
26. We recognize the importance of honoring our established norms and beliefs and agree to hold each other accountable when we deviate from them.

MASC SUGGESTED EDITS:

Marblehead School Committee

Operating Protocols

As elected members of the Marblehead School Committee, alongside our Superintendent, our primary goal is continuous improvement to maximize student achievement. Our key objectives are effective governance and ensuring that our students are fully prepared for college, careers, and life. Members of the Marblehead School Committee will abide by the following protocols as individuals and as a committee:

I: In our Governance:

1. We represent the needs and interests of all students in the district, prioritizing these needs in our decision-making. We are committed to creating opportunities for community members to share their insights, helping us better understand the needs of our students, families, and staff.
2. We will foster an environment of trust, respect, and inclusiveness, modeling this in our interactions with one another, administration, staff, students, town officials, and members of the public.
3. The Superintendent is responsible for the day-to-day management of the district and oversight of personnel issues. The School Committee sets policies for the district, approves the budget, and evaluates the Superintendent. Together, we collaborate in establishing the district's vision and goals.
4. The Superintendent oversees hiring, evaluation, and personnel issues, while the School Committee evaluates the Superintendent's effectiveness in these areas **through the setting of goals and regular evaluation process.**
5. School Committee members will recognize that their authority exists only when a quorum of the Committee meets **in accordance with the Open Meeting Laws**, and not as individual members. We understand that our authority exists solely when a quorum of the Committee is present and derives from majority decisions made during open, **properly posted** public meetings.
6. School Committee members acknowledge the Chairperson as the **official voice of spokesperson for the Committee and the Superintendent is the spokesperson for the District.** The Chair will represent the School Committee **in an official capacity** when directed to do so by a majority of the members. (Move to Section III)
7. Members are encouraged to attend meetings punctually and to be well-prepared to discuss agenda items. Those unable to attend a meeting should inform the Chair promptly. A quorum is required for the School Committee to conduct meetings.
8. We will operate respectfully and in compliance with the Commonwealth of Massachusetts Open Meeting Law during public policy deliberations, while maintaining confidentiality regarding Executive Sessions.

II: In our Operations:

9. We will exercise leadership in vision, planning, policymaking, evaluation, accountability, and advocacy on behalf of the students and district while respecting the authority of the Superintendent and district administration to manage daily operations.
10. We acknowledge that a School Committee meeting is a business meeting of the School Committee that is held in public- not a meeting with the public.
11. We will strive to ensure that meetings are effective and efficient by being well-prepared, conducting business through a clear agenda, and addressing emerging items in subsequent meetings.
12. Business will be conducted through a clearly defined agenda that informs the public promptly about what will be discussed at the meeting. Each meeting's packet will be available online before the meeting and will include supporting documents for the agenda items.
13. The School Committee encourages community members to attend our meetings and speak on issues within our scope. To ensure everyone has an equitable opportunity to be heard, each speaker will be limited to three minutes. While school district policy allows for a total of fifteen minutes for public comments, this time may be extended at the Chair's discretion.
14. We will keep an open mind and aim to make decisions by consensus, using the best information available at the time. We will consider facts, research, best practices, public input, and recommendations from the Superintendent and other members. **Members will arrive at the table informed and ready to discuss issues, but will not make statements of definitive decisions prior to deliberation.**
15. We encourage critical thinking and expect **all** Committee members to share **differing their individual** viewpoints as part of the discussion before reaching a decision.
16. Individual members do not have the authority to take unilateral action and will only speak as individuals—not on behalf of the Committee—except when reporting a majority decision.
17. We agree that discussions will be limited to the agenda, and items will not be added unless the Superintendent and the School Committee Chair determine that delaying the issue until the next meeting would be detrimental.
18. The Superintendent will share an annual planning calendar with School Committee members. If a member wishes to add an item to a future agenda, they are encouraged to communicate their request promptly.
19. We acknowledge the importance of subcommittees; the School Committee and the Superintendent will utilize them to focus on a specific topic in-depth and to prepare for presentation, deliberation and possible action by the full School Committee.

III: In our Communications:

20. We emphasize proactive communication to avoid surprises for the School Committee and the Superintendent **and enable efficient deliberations**. Committee members should contact the Superintendent and the School Committee Chair well in advance of meetings for significant questions or concerns.

21. Requests for information should be directed through the Superintendent and the School Committee Chair, not directly to staff. The Superintendent will ensure equal access to responses for all members.
22. Members of the public can contact the School Committee via email at schoolcommittee@marbleheadschoools.org. Remember, these emails are part of the public record, and the Chair will respond on behalf of the Committee when possible.
23. Individual members may respond directly, but will keep these protocols in mind when communication about items that may come before the Committee.
24. A positive tone is essential for our school system. Trust among School Committee members, the Superintendent, and administration should be maintained through dignity and respect, allowing open expression of opinions and concerns.
25. Out of meetings, channel inquiries through the Chair and the Superintendent. For questions about agenda items, members should reach out to the Chair at least 48 hours before meetings.
26. Committee members will also refer community questions beyond their purview to the Superintendent or other appropriate staff member. The Superintendent or their designee will investigate and provide necessary information for responses.

IV: In our Professional Development:

27. School Committee members will engage in formal training organized by the Superintendent and the School Committee Chair, conducted by recognized organizations such as the Massachusetts Association of School Committees (MASC) and the Massachusetts Association of School Superintendents (MASS).
28. All new School Committee members will attend an orientation session in addition to completing the state required ethics training and Charting the Course. If requested, a mentor will be assigned to support them.
29. The School Committee will allocate time each year for self-evaluation to assess their progress in adhering to agreed-upon norms and beliefs and goals.
30. We recognize the importance of honoring our established norms and beliefs and agree to hold each other accountable when we deviate from them.

SPACE FOR ALL MEMBERS AND THE SUPERINTENDENT TO SIGN

The acceptance of a code of ethics implies the understanding of the basic organization of school committees under the laws of the Commonwealth of Massachusetts. As an elected public official, a school committee member is expected to adhere to those state laws that apply to school committees since school committees are agencies of the state.

This code of ethics outlines three areas of a school committee member's responsibility: (1) community responsibility; (2) responsibility to school administration; and (3) relationship to fellow committee members.

1. A school committee member in his/her relations with the community should:

- a. Realize that his/her primary responsibility is to the children.
- b. Remember that he/she is one of a team and must abide by, and carry out, all committee decisions once they are made.
- c. Remember that he/she represents the entire community at all times.
- d. Accept the office of committee member as a means of unselfish service with no intent to "play politics" in any sense of the word, or to benefit personally from committee activities.

2. A school committee member in his/her relations with the school administration should:

- a. Recognize and support the administrative chain of command and refuse to act on complaints outside the chain of command.
- b. Act only on the recommendations of the chief administrator in all matters of employment or dismissal of school personnel.
- c. Refer all complaints to the administrative staff for solution and only discuss them at committee meetings if such solutions fail.

3. A school committee member in his/her relations with fellow committee members should:

- a. Recognize that action at official meetings is binding and that he/she alone cannot bind the committee outside such meetings.
- b. Realize that statements or promises should not be made regarding how he/she will vote on matters that will come before the committee.
- c. Uphold the intent of executive sessions and respect the privileged communication that exists in executive sessions.
- d. Not withhold pertinent information on school matters or personnel problems, either from members of his/her own committee or from the administration.
- e. Make decisions only after all facts on a question have been presented and discussed.