SALEM SCHOOL BOARD
SCHOOL ADMINISTRATIVE UNIT #57
SALEM, NEW HAMPSHIRE

Goal Setting Session

June 1, 2019

SHS TV STUDIO

MINUTES

PRESENT:
Mr. Michael Carney, Jr., Chairperson Salem School Board
Mrs. Pamela R. Berry, Vice Chairperson, Salem School Board
Mr. Bernard H. Campbell, Secretary, Salem School Board
Mr. Peter Morgan, Member, Salem School Board
Dr. Patricia Corbett, Member Salem School Board

Chairman Carney convened the meeting at 8:01 AM.

This meeting is the Annual Goal setting session, where the Board considers principals and goals for the school year 2019-2020.

The Board began its review by reviewing the goals and principals adopted last year, together with the Superintendent’s evaluation of the status of each item. The Chairman asked the Board’s representatives to the Strategic Planning process to provide input on any items related to outcomes in the Strategic Plan draft being considered by the Board. Dr. Corbett will be taking notes for subjects to be brought up with the Superintendent as workshop/Board development topics.

Guiding Principles 2018-2019:

1. To continue to improve the delivery of all instruction, including non-traditional instruction methods, with priority on literacy and mathematics instruction, and to quantify the educational performance of all students through a multi-dimensional assessment model.

This represents the key to all basic instruction within the District. The Superintendent strongly supports keeping this and the Board members agreed to retain it as written.

2. We will sustain an environment that is safe, secure and conducive to learning whereby students show respect to staff and fellow students and school district personnel model and expect such conduct and promote student self-worth.

There was much discussion on this topic. Mrs. Berry mentioned one of the new strategic plan objectives dealing with student wellness and social/emotional wellbeing. There were questions about just how the discipline system operates. Mrs. Berry asked a question
about “zero tolerance” and what that means. Mr. Morgan and the Chair responded. Mr. Campbell suggested for a Board development topic that we request presentations on the discipline system at all the levels (elementary; middle school and high school).

The Board reviewed the comments of the Superintendent concerning new challenges beginning at the elementary level. There was conversation about “manifestation” conduct in a broad sense, and whether emotional contentions were an excuse for conduct that was not appropriate. It was suggested that maybe the Board needed training before we could set direction for the staff.

Although many concerns were voiced, the consensus was to retain the principal as worded.

3. We will infuse technology into every aspect of how the Salem School District operates and delivers services to students in the learning process, to teaching staff in the instructional process, to administrative staff in the way we do business, and to the community in outreach and informational efforts.

There was little discussion on this item and all agreed it would be retained as worded.

4. To foster community support and engagement through (i) coordinated and proactive communications, employing various methods and technologies, and (ii) creation and enhancement of partnerships with key community organizations.

This is again being put forward a part of the strategic plan. Mrs. Berry opened a discussion about how we provide internship opportunities for non-CTE students. The possibility of requiring some type of internship was mentioned (Mandatory/voluntary service – Fred Kruse). Chairman Carney indicated we should emphasize opportunities for all students to get involved in off-campus placements. The principal will be retained as worded.

5. To continue to employ methods of recruitment, training, compensation, evaluation and retention of Salem School District personnel to attract and retain employees committed to advancing the school district in areas of student achievement technological advancement and business operations including strategies for continuation of such efforts over time through leadership succession planning.

Mrs. Berry noted that recent events with regard to changes in leadership positions demonstrates the importance of retaining this principal. The Board consensus was to retain this as written.

6. To fund Capital Improvement renovations to all district buildings in accordance with systematic evaluations of district facilities (including buildings, exterior facades, grounds and landscaping), recognizing such expenses are a necessary and ongoing (annual) budgetary expense if the community investment in such facilities is to be preserved.
The Board agreed that this would be retained as is. Chairman Carney mentioned that in the past there was a "target" for funding (2% of assumed value) which was later dropped. We still need to be looking to maintain the newly renovated buildings in a high level of repair. Mr. Campbell mentioned the importance of retaining this goal as part of the budget presentation process. This will be kept as worded.

The Board then began a review of the 2018-2019 "Non-Capital Goals"

Non-Capital Goals 2018-2019:

1. To continue to assess the role of the paraprofessional and work to enhance the value of the position (hiring practices including targeted recruitment, focus on certification, professional development opportunities, responsibilities, compensation and retention treatment, special education support) in order to maximize student success.

The Board was satisfied this topic has ben fully developed, with the administration providing more emphasis and professional development opportunities. Chairman Carney mentioned this now could be considered part of Principal #5. This item will be dropped.

2. Using a plan developed by the Administration, support and implement full day kindergarten for all students in the fall of 2019, including the necessary funding for such effort in the 2019-2020 budget.

It was agreed this has been accomplished and it can be dropped as a goal.

3. To continue to support a comprehensive re-evaluation of the structure of the instructional model at Salem High School, focusing on the structure of the school day, including:
   - Start time
   - Length of school day
   - Instructional schedule
   - Freshman academy

with the goal of enhancing student performance and achievement through supportive learning opportunities; coordinated paths of instruction; student elective opportunities, supporting and enhancing co-curricular involvement in school life and expanding options for college credit/placement opportunities where available.

Board members recognized that the re-evaluation is essentially completed; some parts are being implemented (new HS schedule; modification to freshman academy) while other parts we agreed were not feasible at the moment (start time; school day length). There was considerable discussion about the attempt to establish an "advisory" program. Chairman Carney asserted that a large majority of the staff was supportive, but there was a failure to secure needed language changes in the CBA agreement with professional staff. There was discussion about adding specific language which talked about re-opening
the CBA contract. After further discussion the Board agreed on language to “modify” the
goal to state:

   To continue to pursue options for establishment of a student advisory program at
Salem High School, including required collaborative actions by the Board, Administration
and Professional Staff.

4. Evaluate the feasibility of implementing an electronic record management system for the
district and begin implementation by July 1, 2020.

The Board noted that efforts on this are underway. It was suggested that the goal be
modified to continue to reflect the Board’s desire to implement this goal. Mr. Morgan was
asked to come up with language changes on this item.

5. To create a comprehensive maintenance plan for the grounds and landscaping for all school
district properties. The plan will include multiple years and costs, also the consulting with and
use of specialized landscaping professionals.

Mr. Berry indicated she thought the Fisk School looked nice with the new landscaping.
Mr. Campbell noted we still have funds from the Phase II elementary renovations for
Soule School. That was put on hold while we evaluated the work at Fisk, not only how it
looked, but how much it was costing to maintain. Mrs. Berry and Dr. Corbett suggested
we hold a meeting at Fisk and meet with staff and Mr. Messenheimer to review the subject
of the Fisk School landscaping.

The Board wishes to keep this goal into next year.

The Board then reviewed the three (3) capital goals from last year-

   1. Implement plans for the enhancement of Grant Field and related athletic facilities
serving Salem High School by inclusion of funds in the 2019-2020 CIP for grandstands
and press box; and further include the costs of new all-weather athletic surface for Grant
Field in a bond scheduled for March 2019, with the field replacement in the summer of
2019 with related track replacement funded from retained unreserved fund balance in
advance of, or coordinated with, the field replacement.

Mr. Campbell pointed out we didn’t do what we said we were going to do in this goal, i.e.
we did not put the bleachers/pressbox in the budget, but instead rolled all into an article
which did not pass. We still need to address the issues with those facilities. We will not
be looking to do a synthetic field in the near term, as the administration is coming forward
with a proposal to rehab the grass surface. This will be modified to focus on the bleachers
and pressbox as part of our capital construction budget account (450).

   2. Continue work on the future renovation of the Woodbury Middle School by reviewing
and approving design concepts, identifying a construction manager and preparing for
presentation of a warrant article for construction funding” in March of 2020.
This needs to be changed to now focus on getting approval for the bond projected for March of 2020. The Chair took the opportunity to ask the Board about issues that will be upcoming in the Woodbury construction meeting scheduled for Tuesday. Of particular concern was the unisex changing room for physical activities; while this may not be an issue in some areas, the Board’s overriding consideration is to minimize controversial items to avoid eroding broad support. This would suggest maintaining separate changing room areas.

3. Undertake a comprehensive evaluation of the SAU office building, including both (i) the physical condition of its components and systems (e.g. roof, siding, HVAC) and (ii) its functional capacity to serve the District needs (e.g. size, parking location) in order to guide decision making for capital renovation expenditures and/or planning for a new facility.

This is underway as a result of funds in the 2019-2020 budget. There will not be an “action” next year on any recommendations, so it was greed this could be dropped for the 2019-2010 year.

Chairman Carney asked if there were any “new” ideas to add. Dr. Corbett mentioned the Strategic Plan and whether we should have a goal related to that topic. The Board reviewed “historic” Goals on the District website and determined that there was language inserted after the last Strategic Plan.

Mrs. Berry asked that the Board consider a workshop topic on custodial services, particularly in light of budget overruns in the current year. She questioned whether there was a better way to provide these services.

The Board agreed to take a recess while members worked on language for revised/new goals.

The Board recessed at 9:32 AM and resumed at 9:44 AM.

Mr. Morgan suggested the following language with respect to the electronic records management system:

Implement an electronic record management system for the District by July 1, 2020.

The Board agreed to adopt this goal as worded.

With respect to the Capital goal for Salem High School, the suggested language was:

Advance plans for the renovation of the athletic facilities serving Salem High School by
inclusion of funds in the 2020-2021 CIP for replacement of the home grandstands and
press box:
With respect to the Woodbury Capital article, the language would be:

Secure necessary voter support of a warrant article to fund renovation of the Woodbury Middle School.

With respect to the new "non-capital goal" related to the strategic plan, the proposed wording was:

To provide the necessary resources to support and achieve the objectives and key results of the district's strategic plan and specifically to meet the performance indicators identified for the 2019-2022 school year within each strategy.

The Board reviewed the list of items compiled by Dr. Corbett with respect to workshop topics the Board wished to have presented.

Dr. Corbett then moved to enter a non-public session under RSA 91-A:3(II)(c). Second by Mr. Campbell.

The chairman called vote a vote:

Mrs. Berry - yes
Dr. Corbett - yes
Mr. Morgan - yes
Mr. Campbell - yes
Mr. Carney - yes

The Motion carried 5-0. The Chair announced that the Board would adjourn from the non-public session and would not be returning to the TV studio.

The Board entered the non-public session at 9:52 AM

Respectfully submitted,

Bernard H. Campbell
School Board Secretary