



Acton-Boxborough Regional
School Committee

FY17 Annual Workshop Meeting

June 29, 2016

6:30 p.m.

at the R.J. Grey Junior High Library

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC) WORKSHOP

Library
R.J. Grey Junior High School

Wednesday, June 29, 2016
6:00 p.m. Dinner
6:30 p.m. School Committee Workshop

AGENDA

1. **Call to Order** (6:30)
2. **Chairman's Introduction** – *Mary Brolin*
3. **Statement of Warrants**
4. **Recommendation to Accept Grant from the Acton Boxborough United Way to A-B Community Education Summer Day Program** – **VOTE** – *Glenn Brand*
5. **Policy Subcommittee – Consent Agenda (8 policies) – Second Read** – **VOTE** – *Brigid Bieber (6:35)*
 - 5.1. **Prohibition of Harassment**, File: ACAB, JBA, GBA
 - 5.2. **Evaluation of the Superintendent**, File: CBI
 - 5.3. **Staff Conduct**, File: GBEB
 - 5.4. **Fingerprint-Based Criminal History Record Information Checks**, File: ADDB
 - 5.5. **Drug Free Workplace**, File: GBEC
 - 5.6. **Administration of Medication to Students**, File: JLCD
 - 5.7. **Alcohol, Tobacco and Drug Use by Students Prohibited**, File: JICH
 - 5.8. **Retirement of Facilities**, File: FCB
6. **Review of Last Year's Workshop** (6:45)
 - 6.1. FYI: Minutes of School Committee Workshop on 7/22/15
7. **Discussion of Potential School Committee Areas of Focus for 2016-2017** (6:50)
 - 7.1. FY16 Goals (How did we do?) – *Mary Brolin*
 - 7.2. Preliminary Superintendent's FY17 Goals – *Glenn Brand*
 - 7.3. Demographic Survey/Educational Values Update – *Kristina Rychlik (addendum)*
 - 7.4. Comparative Communities Subcommittee Report – *Diane Baum (addendum)*
 - 7.5. New District Strategic Plan Process Update – *Glenn Brand (addendum)*
 - 7.6. Recommendation from Wellness Committee – School Start Times – *Glenn Brand (addendum)*
 - 7.7. ABRSD Capital Planning Effort
<http://www.abschools.org/district/school-capital-and-space-planning>
 - 7.8. Elementary School Per Pupil Costs – *Mary Brolin*
 - 7.8.1. Regional Financial Oversight Committee Analysis
8. **2016-2017 Subcommittee Structure and Assignments** – *Mary Brolin (vote at next meeting)* (8:20)
 - 8.1. 2015-2016 Subcommittees and Members
 - 8.2. Draft ideas for 2016-2017
9. **School Committee Business Items** (8:30)
 - 9.1. New State Public Records Laws, effective 1/1/17 – *Beth Petr*
<https://www.sec.state.ma.us/pre/prenotice.htm>

- 9.2. abrsc@abschools.org - Should this include the Deputy/Assistant Superintendents and Finance Director, in addition to Superintendent and Executive Assistant?
- 9.3. Student Involvement in Decision-making Policy, File: JIB (HS Students Reps to SC)

10. **FYI** (8:45)

- 10.1. Ethics
 - 10.1.1. State Required Ethics Training <http://www.mass.gov/ethics>
 - 10.1.2. School Committee Member Ethics Policy, File: BCA
- 10.2. Committee Member Conflict of Interest Policy, File: BCB
- 10.3. School Committee – Staff Communications Policy, File: BHC, GBD

11. **Adjourn** (9:00)

Next Meetings:

ABRSC, Monday, August 8, 7:00 p.m. in the Junior High Library (packet posted August 2)

ABRSC, Thursday, September 1, 7:00 p.m. in the Junior High Library (packet posted August 26)



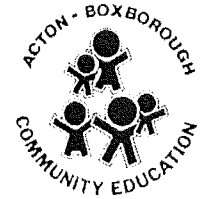
Acton-Boxborough Regional School District

Community Education

15 Charter Road, Acton, MA 01720

978-266-2525 fax: 978-266-2540

www.abce.abschools.org



Erin O'Brien Bettez, Director

ebettez@abschools.org

To: Acton-Boxborough Regional School Committee

From: Erin Bettez

Date: June 24, 2016

RE: Grant Monies Received by A-B Community Education

We have just learned that the Acton-Boxborough United Way has awarded A-B Community Education a \$5,000 grant for the 2016-2017 program year.

This generous award will support scholarships for children to attend our Summer Day Program (SDP). At the SDP, children participate in a wide variety of activities (e.g. arts & crafts, swim lessons, music & drama, cooperative games, special events) and they develop self-confidence and new friendships as a result of their experience.

We are thrilled to have received these funds from the Acton-Boxborough United Way and appreciate their commitment to supporting the youth of Acton and Boxborough.

Our Mission is to prepare all students to attain their full potential as life-long learners, critical thinkers, and productive citizens of our diverse community and global society.

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC) WORKSHOP
MINUTES (approved 9/3/15)

Library
R.J. Grey Junior High School

July 22, 2015
5:30 p.m. Dinner
6:00 p.m. School Committee Workshop
Followed by Executive Session

Members Present: Diane Baum, Brigid Bieber, Michael Coppolino (6:15 p.m.), Amy Krishnamurthy, Paul Murphy, Kathleen Neville, Maria Neyland, Deanne O’Sullivan, Kristina Rychlik
Members Absent: Mary Brolin, Maya Minkin
Others: Glenn Brand, Beth Petr, Dorothy Presser from MASC

The ABRSC was called to order at 6:00 p.m. by Kristina Rychlik, Chairperson.

1. Chairman’s Introduction

Kristina Rychlik reviewed the minutes from the last Workshop. She suggested that the Committee spend the workshop focusing on goals. She read an excerpt from *The Essential School Board Book, Better Governance in the Age of Accountability* by Nancy Walser (page 9). Each member was given a copy of this book and it was suggested that they read it over the summer.

2. Statement of Warrants

Warrant #15-027 dated 6/30/15 in the amount of \$599,243.18, warrant #15-028 dated 6/30/15 in the amount of \$118,729.81, warrant #16-001A dated 7/1/15 in the amount of \$3,054,598.64, warrant #16-001 dated 7/9/15 in the amount of \$1,035,577.11 and warrant #16-002 dated 7/23/15 in the amount of \$1,425,547.53 were reviewed and signed by the Committee.

3. Review of Last Year’s Workshop

3.1. FYI: Minutes of School Committee Workshop on 7/24/14

4. MA Association of School Committees (MASC)’s District Governance Program Kickoff

4.1. Workshop #1 Building the Foundation – Dorothy Presser, MASC

4.1.1. See <http://www.masc.org/field-services-3/district-governance-project>

4.1.2. *Effective Governance Rubric*, Dorothy Presser

4.1.3. *Doing the Right Thing*, Dorothy Presser

4.1.4. ABRSC Policies: School Committee-Superintendent Relationship (BDD), School Committee-Staff Communications (BHC), School Committee Member Authority (BBAA)

School Committee members described how long they have been on the Committee and why they wanted to serve on it. Members were asked to write down their “Hopes, Obstacles and Agreements” for the School Committee.

Kristina noted that work will be done on a new Long Range Strategic Plan this year, so work on School Committee goals will tie into this effort. This will begin when Dr. Brand presents his goals for the year. Dorothy Presser spoke to the Committee about their common hopes, obstacles and agreements and how they could use that information to begin the discussion of goals. She stated that the overarching mission of any school committee is continuous improvement in student achievement. She described Operating Protocols as “the foundation

of effective School Committees because they are critical for avoiding pitfalls, reinforcing roles, facilitating communication, and building and sustaining an effective Committee-Superintendent team focused on student achievement. It was the sense of the Committee that they would create and vote to adopt protocols and then post them on the website.

5. **Discussion of Potential School Committee Areas of Focus for 2015-2016**

Kristina Rychlik and Mike Coppolino suggested that another demographic survey be done. Andrew Shen was involved last time and has some thoughts about how to proceed. He felt there should be a more specific focus to the survey. Mike stated that the professors at Boston College have offered to construct the survey last year, provided that they may use the results, but the Committee declined. Mike will see if they are still interested. Kristina suggested that Mary Brolin might like to be involved. The Committee agreed a clear focus is needed. Brigid asked if one of the questions from the Superintendent's Entry Plan might be valuable. The Committee agreed to do something this year on the topic. The links on the website to the old survey will be fixed.

Dr. Brand intends to continue the Superintendent's Safety Task Force but perhaps with a different focus. This group began out of the tragedy in CT and as a result, it led the group in a certain direction and left some issues incomplete. There should always be a standing committee for Safety. He had several conversations with our school resource officers this year and wants them as part of the planning process. The locked down procedures and alternative methods (ALICE, etc) were left unresolved and the Resource Officers want to ask and engage the community about this. (Blanchard School in Boxborough did the ALICE training and Acton schools did not.) Staff and parents are an important part of this discussion. Another important safety topic that the School Committee will need to consider soon is building access. Kristina Rychlik is not comfortable having different safety programs for the different schools, stating that it is not the same as having different math programs. Mike Coppolino agreed that it should be a very high priority to review ALICE. Waltham has this program. Deanne O'Sullivan stated that these decisions need to be tied to the capital plan because they are investments.

The Committee discussed the Comparable Communities memo. They would like everyone to use the same list of communities. An example was given that in the past, Pupil Services has used one list and the Negotiations subcommittee used another and it was not helpful.

Deborah Bookis' memo regarding All Day Kindergarten for all students outlined why this topic should not be discussed at this time. Her group is expected to work for most of the year, and then issue a recommendation. The School Committee will discuss the subject after a recommendation is given.

The Committee briefly discussed the possibility of new School Committee counsel. At this time, two different firms are used depending on the topic. Kristina asked if the Committee needed to go through a certain process to hire counsel. Maria Neyland felt the Administration should decide because they use this resource most often. Dr. Brand will bring an approach to the Committee at a future meeting.

6. **2015-2016 Subcommittee Structure and Assignments**

6.1. 2014-2015 Subcommittees and Members

6.2. Draft ideas for 2015-2016, *Kristina Rychlik*

The Committee discussed the many options for volunteering. There was a question of whether the OPEB Task Force would remain. New groups for District Governance, Demographic Survey and School Counsel were agreed on. The Committee will finalize and vote on the list at their next meeting.

7. ABRSC Executive Session

At 9:57 p.m., it was moved, seconded and unanimously,

VOTED by role call: that the **Acton-Boxborough Regional School Committee** go into Executive Session to discuss strategy with respect to litigation.

(**YES** – Baum, Bieber, Coppolino, Krishnamurthy, Murphy, Neville, Neyland, O’Sullivan, Rychlik)

Kristina Rychlik stated that an open meeting may have a detrimental effect on the litigating position of the Board and the Committee would return to open session only to adjourn.

8. ADJOURN EXECUTIVE SESSION

At 10:12 p.m. the ABRSC was polled to go out of Executive Session and adjourned.

Respectfully submitted,
Beth Petr

List of Documents Used: see agenda

Next Meetings:

ABRSC, Monday, August 10, 7:00 p.m. in the Junior High Library

ABRSC, Thursday, September 3, 7:00 p.m. in the Junior High Library

ABRSC 2015-16 Goals

Professional Practice Goal #1

Participate in and complete the Massachusetts' Association of School Committees' District Governance Program to improve the efficiency and effectiveness of our committee.

Actions planned:

Workshop series throughout first half of 2015-16 school year to focus on development of Committee Operating Protocols, alignment of district's mission/vision/goals with our own Committee goals, and put in place a system to monitor and sustain progress in these areas.

District Improvement Goal #1

Proactively address current and future capital needs of the district to best inform our budget planning process, both for FY '17 and longer-term.

Actions planned:

- *When receive plan in January 2016, "make it ours"*
 - *Read & understand plan*
 - *Share findings at community forums (both towns, both towns' boards)*
 - *Participate in & support Future School Needs Committee*
 - *Support Phase II in FY '17 budget*

District Improvement Goal #2

Improve community engagement to help inform SC decision-making while also helping the community understand our issues and the rationale behind decisions made.

Actions planned:

- *Complete updated "demographic survey"*
 - *Plan/change name*
 - *Implement*
 - *Analyze*
 - *Report out*
- *Drive traffic to SC website/district website as appropriate*
- *Specific outreach on issues of interest*
- *Better engage PTO/PTF/School Council groups, Interschool Council*

Student Learning Goal #1

Create, support and promote a FY '17 budget that supports the needs of all students, while also beginning the process of engaging in longer-range budget planning to support the district's long-range goals.

Actions planned:

- *Revised budget calendar to improve process leading to town meeting votes*
- *Use AB Connector and other vehicles for community communications*
- *Continue to use Budget Subcommittee to preview budget issues and steer the process of budget development*



Acton-Boxborough Regional School District

16 Charter Road
Acton, MA 01720
978-264-4700 www.abschools.org

Acton-Boxborough Regional School Committee

Operating Protocols

voted 9/17/15

The Acton-Boxborough Regional School Committee recognizes the importance of our work to our students, families, staff and the communities of Acton and Boxborough. We strive to advocate for the Acton-Boxborough Public Schools and the support of public education, and view our roles as ambassadors of the District. Thus, we have formally established the following operating protocols to follow in our dealings with the Superintendent, Staff/Administration, and the general public.

The School Committee has established policies in the areas of School Committee Powers and Duties (BBA), School Committee-Superintendent Relationship (BDD), School Committee-Staff Communications (BHC), School Committee Member Ethics (BCA) and School Committee Member Authority (BBAA)¹. These outline the expected and appropriate roles of the School Committee and highlight duties, responsibilities and, importantly, the limits of those responsibilities in carrying out our work. All members shall be familiar with these policies and follow them while encouraging their fellow members to do the same.

The School Committee has high expectations for behavior at its meetings, in order to conduct our business in a professional, respectful, thoughtful and efficient manner.

We believe that School Committee members should be empowered to freely express their opinions, concerns and ideas in a climate of trust and mutual respect. While we don't expect to always agree, we do expect that we should always acknowledge the value of each individual member's contributions and work to disagree without being disagreeable. Effective yet efficient debate by members will help us to use our meeting time wisely.

¹ The letters in parentheses reference school committee policies available online at <http://www.abschools.org/school-committee/policies> .

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Acton-Boxborough Regional School District
Superintendent's Office
16 Charter Road
Acton, MA 01720
978-264-4700 www.abschools.org

6.2

Glenn A. Brand, Ed.D.
Superintendent of Schools

To: Acton-Boxborough Regional School Committee
From: Glenn A. Brand
Date: June 24, 2016
Re: Preliminary Superintendent's FY17 Goals

With the year coming to an end, I wanted to share with you some preliminary thoughts regarding my possible/proposed goals for the 2016-17 school year.

As in the past, I intend to construct these goals so they align with the three (3) categories established by the State's evaluation system. These three categories include:

- Professional Practice
- Student Learning
- District Improvement

Professional Practice

Superintendent's Protocol for School Visits - the State has established a comprehensive protocol that can serve as a tool for guiding visits to each school and working with principals. This is an effective tool with potential to deepen my understanding of the important work that is going on in our schools. My goal will be to move towards full implementation of this tool as a framework for my visits to enhance my instructional work with the principals.

Staff Engagement - as I prepare to enter my third year in the District and reflect upon some of my recent feedback, I plan to focus on expanding my outreach to staff throughout the District. In an effort to target this area:

- i) I plan to implement a Superintendent's Council that will include representation from staff from across the District. This Council will meet regularly and facilitate two-way communication with and between staff and myself;

Our Mission is to prepare all students to attain their full potential as life-long learners, critical thinkers, and productive citizens of our diverse community and global society.

- ii) I will schedule approximately two (2) coffees at each school to provide an informal opportunity for staff to connect with me and discuss topics or issues of concern.

Student Learning

Assessing the Culture and Climate of our School Communities – while the District has taken steps to gather feedback on our leaders, a powerful and important field of data centers around also examining the culture and climate of our school communities. It is my intention to establish a working committee comprised of teachers, parents/guardians and administrators to develop somewhat of a 360 degree survey instrument that can be implemented in the late winter/early spring to gather this information across our school system.

District Improvement

Clarifying the Organizational Structure of the District's Elementary School Open Enrollment Model – it has become increasingly clear that while the District has enjoyed considerable success with the open enrollment/school choice model, it would be beneficial to develop a working document that clarifies a number of factors associated with this model. This would include (but not be limited to) such things as:

- * Understanding the history of the program and any changes within the last few years.
- * Establishing a clear picture of what the model operationally means for parents/guardians (i.e. K choice, full day K etc.).
- * Defining what areas should be the same and what could be different between schools.
- * Examining which School Committee policies currently intersect with the model.
- * Clarifying what resources the District should pay for.

Establishing this clarity would be of great benefit to our community. I am proposing to assemble an ad hoc working group comprised of parents/guardians, teachers, administrators and School Committee representatives to engage in this work, ultimately resulting in a document approved by the School Committee.

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Acton Survey
DRAFT received 6/24/16

Introduction to Survey

Dear Parents and Guardians,

Thank you,

- Acton-Boxborough School Committee

Survey Overview

This survey includes 5 sections. Please fill out the questions within each section of the survey. We anticipate that this survey should take less than 15 minutes.

You do not need to have a child in a particular grade to offer your feedback. For example, even if you only have elementary aged children, your feedback is still needed on the junior high and high school sections.

Recognizing that there may be differing perspectives within families, we ask that each parent or guardian take the time to complete their own individual survey.

All survey responses will remain anonymous.

Demographic Information

How long have you lived in Acton or Boxborough?
1-5 years / 6-10 years / 11-15 years / More than 15 years

What gender do you identify with?
Female / Male / Other

What is the primary language spoken at home?
List of most common. Other – Please specify

How would you identify yourself racially and/or ethnically? Please select all that apply.
American Indian or Alaska Native / Asian / Black or African American / Hispanic or Latino / Native Hawaiian or Other Pacific Islander / White or Caucasian

Do you have a child who receives special services for: (please check all that apply)
English Language Learners
Special Education

Enrichment or gifted

How many school aged-children do you have?

1 / 2 / 3 / 4 / 5 / 6

What school(s) do(es) your child attend?

Blanchard / Conant / Douglas / Gates / Merriam / McCarthy-Towne / Raymond J. Grey Junior High / Acton-Boxborough Regional High School / Administration Building Programs (Pre-school, Colebrook High School) / None of the above

What grade is your child in?

Pre-K / K / 1 / 2 / 3 / 4 / 5 / 6 / 7 / 8 / 9 / 10 / 11 / 12

There is probably a way to build this into the online survey that is easier and more convenient. There are also specific questions that ask about single schools.

Views about Education

Please read each statement below and rate your agreement with each on the following scale:

Strongly Disagree / Somewhat Disagree / Disagree / Neither Disagree or Agree / Agree / Somewhat Disagree / Strongly Agree

It is important that my child be in a school setting that has rigorous academic standards.

It is important that my child be in a school setting that fosters his/her mental health and wellbeing.

It is important that my child be in a school that provides a range of extracurricular activities.

My child's **academic ability** is innate and will never change. (Muenks et al., 2015)

My child can always improve his/her **academic ability**, no matter how old he/she is. (Muenks et al., 2015)

Parents do not have a powerful influence on children's achievement when all factors are considered. (Wentzel, 1998)

How likely is it that your child will complete each of the following:

not likely at all / very unlikely / somewhat unlikely / neutral / somewhat likely / very likely / extremely likely

High-school diploma

Community college/trade school

College degree (such as a BA or BS)

Graduate-level degree (such as JD, MD, MBA, PhD)

Current Practices

Please read each statement below and rate your agreement with each on the following scale:

Strongly Disagree / Somewhat Disagree / Disagree / Neither Disagree or Agree / Agree / Somewhat Disagree / Strongly Agree

The district provides sufficient opportunities for extracurricular activities for students.

I consider standardized test scores to be very important for measuring the academic success of the students.

I consider standardized test scores to be very important for measuring the school's efforts to educate students.

The district provides sufficient services to respond to the mental health and wellness of my child.

I believe that my child is assigned too much homework.

I believe that my child is not assigned enough homework.

Students in this district have become too overscheduled in extracurricular activities.

Students in this district face too much pressure related to grades and academic performance.

Family Involvement

Please read each statement below and rate your agreement with each on the following scale:

Strongly Disagree / Somewhat Disagree / Disagree / Neither Disagree or Agree / Agree / Somewhat Disagree / Strongly Agree

As a parent, I can influence important policies in the school district.

As a parent, I can influence important policies in my child's school.

It is my responsibility as a parent to help make my child's school a better place.

I know how to help my child do well in school. (Hoover-Demsey et al., 1992; Muenks et al., 2015)

I feel confident in my ability to make sure my child's school meets my child's learning needs. (EPSC)

I am involved in making important decisions in my child's school. (EPSC)

Please respond to each statement on the following scale:
Never / Rarely / Sometimes / Often / Always

I attend required meetings (such as parent-teacher conferences) at my child's school.

I attend additional meetings (such as parent nights) at my child's school.

I request meetings with my child's teacher.

I attend meetings at the district (such as school-committee meetings).

I am involved in organizing/leading meetings at the school.

I am involved in organizing/leading meetings at the district.

Mission and Vision

We would like to know your perspective on our school district mission and vision. Please respond to the following questions.

Mission: To prepare all students to attain their full potential as life-long learners, critical thinkers, and productive citizens of our diverse community and global society.

How well do you think the district is doing at achieving this mission?

Not well at all / not very well / neutral / well / very well

Please explain: (Open-ended textbox)

How well do you think the district is doing at promoting each of these aspects of the vision. (Please respond to each separately.)

Not well at all / not very well / neutral / well / very well

- An environment that promotes social development and emotional and physical well-being for the entire school community.
- An excellent academic program that prepares all students to achieve their individual potential.
- Diverse extracurricular opportunities accessible to all students that provide for student growth.
- A community that welcomes and respects the differences among us.
- Literacy, communication and technology skills for life long learning.
- Educational policy and resource decisions informed by research and evidence.

How important do you think each of these values is to your child's education? (Please respond to each one separately)

Not at all important / not that important / neutral / important / very important

- An environment that promotes social development and emotional and physical well-being for the entire school community.
- An excellent academic program that prepares all students to achieve their individual potential.
- Diverse extracurricular opportunities accessible to all students that provide for student growth.
- A community that welcomes and respects the differences among us.
- Literacy, communication and technology skills for life long learning.
- Educational policy and resource decisions informed by research and evidence.

Additional Comments

Do you have any additional thoughts or comments you would like to share?

Open Response

End of Survey Message

Your responses have been submitted. Thank you for your time!

Best,

- Acton-Boxborough School Committee



ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT

FY'15 PER PUPIL COSTS

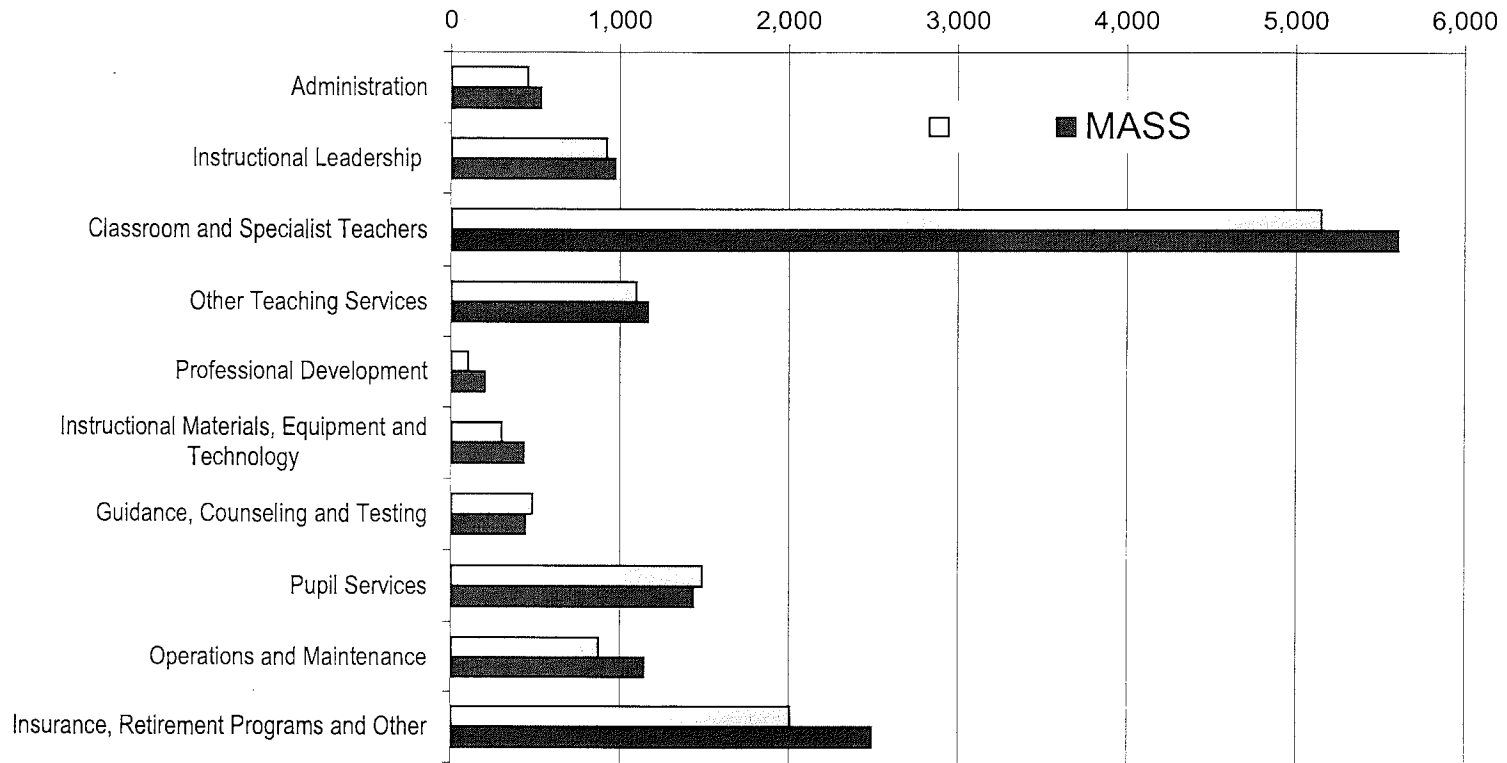
School Committee Meeting

March 17, 2016

Department of Elementary & Secondary Education (DESE) Per Pupil Data

- Districtwide only, not per school
- Based upon End of Year Financial Report; typically posted about 7-8 months after year end
- <http://www.doe.mass.edu/finance/statistics/ppx.html>

In-District Per Pupil Expenditure By Function FY15



Massachusetts Department of Elementary and Secondary Education

500 - ACTON BOXBOROUGH

Total School District Expenditures, All Funds, By Function, FY13 to FY15

600 ACTON BOXBOROUGH

			pct chg		pct chg
	FY13	FY14	13-14	FY15	14-15
Administration	1,437,934	1,710,051	18.9	2,551,885	49.2
Instructional Leadership	2,684,967	2,492,569	-7.2	5,199,463	108.6
Classroom and Specialist Teachers	14,070,161	14,557,237	3.5	29,061,318	99.6
Other Teaching Services	2,067,265	2,284,772	10.5	6,192,471	171.0
Professional Development	250,602	302,470	20.7	563,203	86.2
Instructional Materials, Equipment and Technology	730,503	661,694	-9.4	1,686,635	154.9
Guidance, Counseling and Testing	1,610,184	1,611,306	0.1	2,710,946	68.2
Pupil Services	4,897,994	5,998,000	22.5	8,393,360	39.9
Operations and Maintenance	3,279,836	3,060,312	-6.7	4,927,014	61.0
Insurance, Retirement Programs and Other	5,773,579	6,528,586	13.1	11,325,378	73.5
Expenditures Outside the District	5,182,858	5,424,080	4.7	8,538,799	57.4
TOTAL EXPENDITURES	41,985,883	44,631,077	6.3	81,150,472	81.8
Membership					
in-district fte average membership	2,906.80	2,882.30		5,643.60	
out-of-district fte average membership	100.30	105.60		146.10	
Total average membership, in and out of district	3,007.10	2,987.90	-0.6	5,789.70	93.8
TOTAL EXPENDITURE PER PUPIL	13,962	14,937	7.0	14,016	-6.2

Massachusetts Department of Elementary and Secondary Education

197 - NANTUCKET

Total Expenditure Per Pupil, All Funds, By Function, FY15

600 ACTON BOXBOROUGH

(310 of 322 Districts With Accepted Data)

In-District FTE Average Membership = 5,643.6

Out-of-District FTE Average Membership = 146.1

Total FTE Average Membership = 5,789.7

	general fund appropriations	grants, revolving and other funds	total expenditures all funds	function as percentage of total	expend- iture per pupil	state average per pupil
Administration	2,536,904	14,981	2,551,885	3.14	452.17	530.11
Instructional Leadership	5,148,425	51,038	5,199,463	6.41	921.30	971.81
Classroom and Specialist Teachers	28,643,880	417,438	29,061,318	35.81	5,149.43	5,607.52
Other Teaching Services	4,769,288	1,423,183	6,192,471	7.63	1,097.26	1,168.44
Professional Development	424,658	138,545	563,203	0.69	99.79	198.11
Instructional Materials, Equipment and Technology	1,602,958	83,677	1,686,635	2.08	298.86	430.36
Guidance, Counseling and Testing	2,575,342	135,604	2,710,946	3.34	480.36	438.96
Pupil Services	4,879,576	3,513,784	8,393,360	10.34	1,487.24	1,435.42
Operations and Maintenance	4,814,841	112,173	4,927,014	6.07	873.03	1,144.31
Insurance, Retirement Programs and Other	11,118,906	206,472	11,325,378	13.96	2,006.76	2,490.06
Expenditures Within The District	66,514,778	6,096,895	72,611,673	89.48	12,866	14,415
Expenditures Outside the District	6,693,449	1,845,350	8,538,799	10.52	58,444.89	21,549.46
TOTAL EXPENDITURES	73,208,227	7,942,245	81,150,472	100.00	14,016.35	14,919.84

percentage of overall spending from the general fund

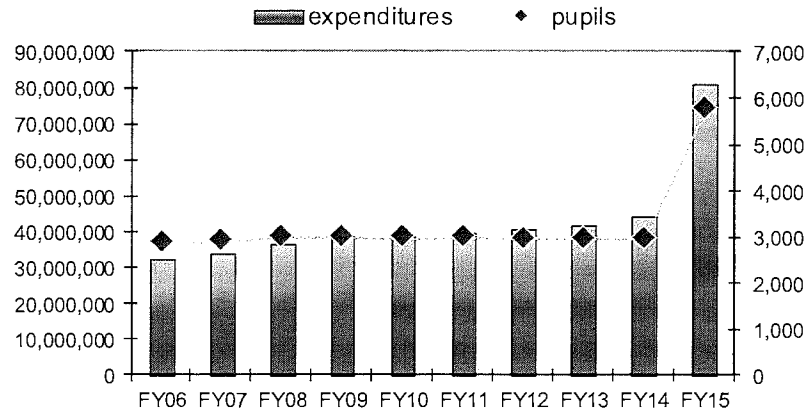
90.2%

**Massachusetts Department of Elementary and Secondary Education
Office of School Finance**

600 ACTON BOXBOROUGH

Trends in Total Membership and Expenditures

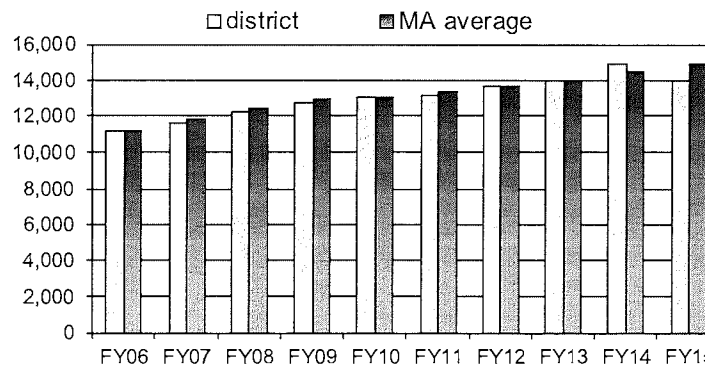
	expenditures	pupils
FY06	32,506,876	2,908.6
FY07	34,369,970	2,967.6
FY08	36,961,581	3,022.7
FY09	38,691,546	3,038.7
FY10	39,499,708	3,013.0
FY11	39,865,768	3,024.3
FY12	41,091,892	3,000.1
FY13	41,985,883	3,007.1
FY14	44,631,077	2,987.9
FY15	81,150,472	5,789.7



----per pupil expenditure----

	district	MA average
FY06	11,176	11,210
FY07	11,582	11,858
FY08	12,228	12,448
FY09	12,733	13,006
FY10	13,110	13,047
FY11	13,182	13,354
FY12	13,697	13,637
FY13	13,962	14,022
FY14	14,937	14,518
FY15	14,016	14,920

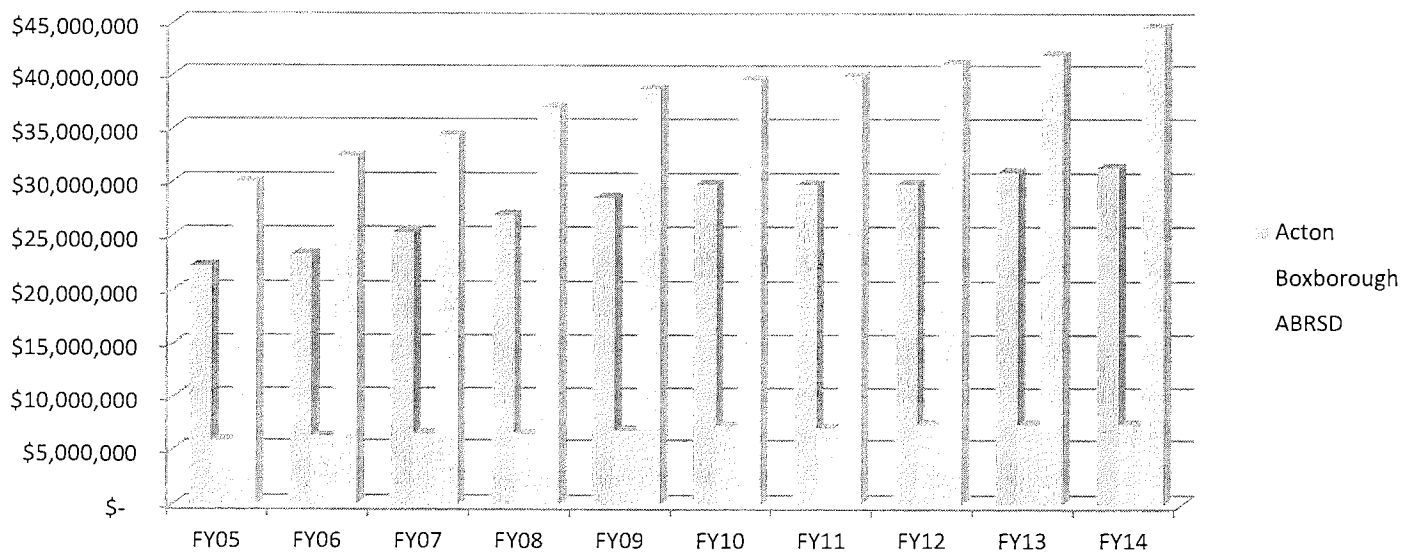
**Per Pupil Expenditure Trends
District and Massachusetts Average**



note: all in-district and out-of-district pupils and expenditures are included

Pre-Regionalization Expenditures FY05-14

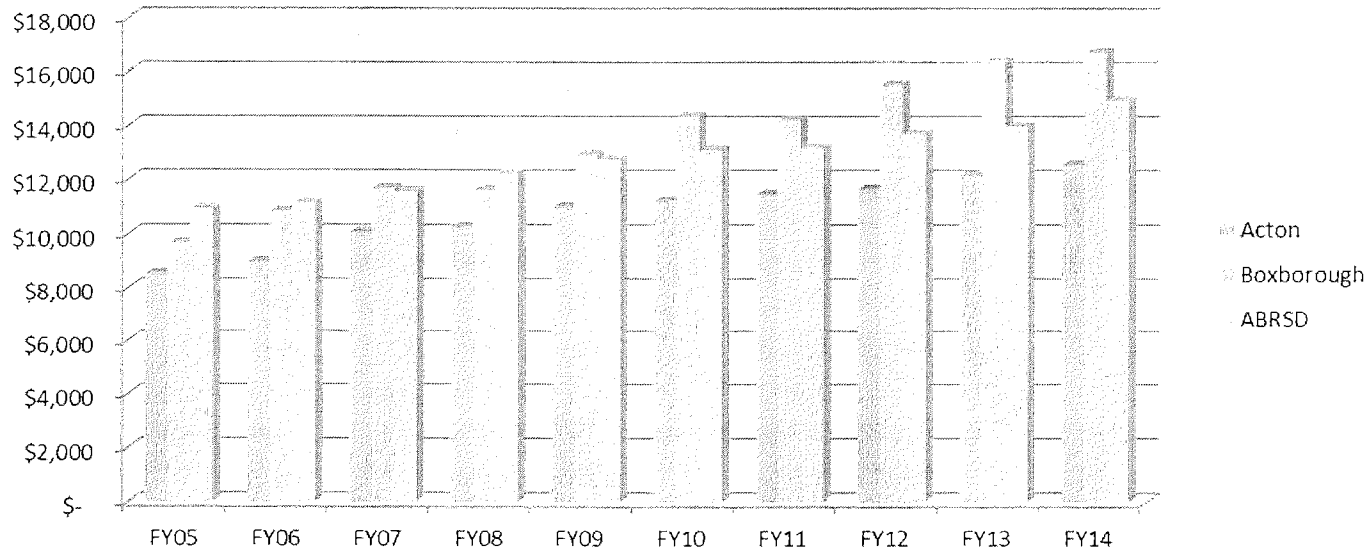
Expenditures



Expenditures

	Acton		Boxborough		ABRSD	
FY05	\$	22,337,704	\$	5,887,080	\$	30,023,406
FY06	\$	23,388,869	\$	6,317,880	\$	32,506,876
FY07	\$	25,340,791	\$	6,560,955	\$	34,369,970
FY08	\$	26,980,877	\$	6,567,835	\$	36,961,581
FY09	\$	28,587,544	\$	6,864,123	\$	38,691,546
FY10	\$	29,809,645	\$	7,270,753	\$	39,499,708
FY11	\$	29,792,355	\$	7,039,890	\$	39,865,768
FY12	\$	29,850,051	\$	7,484,023	\$	41,091,892
FY13	\$	30,976,806	\$	7,477,344	\$	41,985,883
FY14	\$	31,443,134	\$	7,444,371	\$	44,631,077

Per Pupil Expenditures



Per Pupil Expenditures

		Acton	Boxborough	ABRSD
FY05	\$	8,555	\$ 9,692	\$ 10,947
FY06	\$	8,997	\$ 10,869	\$ 11,176
FY07	\$	10,086	\$ 11,689	\$ 11,582
FY08	\$	10,283	\$ 11,627	\$ 12,228
FY09	\$	11,011	\$ 12,927	\$ 12,733
FY10	\$	11,246	\$ 14,366	\$ 13,110
FY11	\$	11,480	\$ 14,222	\$ 13,182
FY12	\$	11,669	\$ 15,527	\$ 13,697
FY13	\$	12,169	\$ 16,373	\$ 13,962
FY14	\$	12,574	\$ 16,721	\$ 14,937

Elementary Per Pupil Comparison- Reporting requirement

- Regional expansion highlighted the disparity between Acton Public and Boxborough Public
- Regional Agreement appendix addressed:

During each of the years from fiscal year 2015 to fiscal year 2019, the Region's administration will report to the Regional School Committee and to the Finance Committee and the Board of Selectmen of each member town the per pupil costs of each elementary school. The purpose of this reporting will be to incentivize the convergence of per pupil costs at each elementary school. This reporting shall be made as part of the Annual Report described in Section 11.

Acton & Boxborough PPE 2011-2014

DESE ACTUAL PPE

TOTAL PPE DESE:	Acton			Boxborough			% Diff Box to Acton
	DESE \$	Students	PPC	DESE \$	Students	PPC	
2011	\$ 29,792,355	2,595.10	\$ 11,480	\$ 7,039,890	495.00	\$ 14,222	124%
2012	\$ 29,850,051	2,558.00	\$ 11,669	\$ 7,484,023	482.00	\$ 15,527	133%
2013	\$ 30,976,806	2,545.60	\$ 12,169	\$ 7,477,344	456.70	\$ 16,373	135%
2014	\$ 31,443,134	2,500.70	\$ 12,574	\$ 7,444,371	445.20	\$ 16,721	133%
NOTE: Represents blended per pupil by district, including OOD students and costs. A better benchmark is In district separate from OOD:							
Out of District ONLY	Acton			Boxborough			% Diff Box to Acton
	DESE \$	Students	PPC	DESE \$	Students	PPC	
2011	\$ 1,858,089	22.80	\$ 81,495	\$ 586,327	8.70	\$ 67,394	83%
2012	\$ 1,604,015	32.20	\$ 49,814	\$ 640,990	9.80	\$ 65,407	131%
2013	\$ 1,995,751	34.30	\$ 58,185	\$ 582,104	8.90	\$ 65,405	112%
2014	\$ 1,844,185	47.40	\$ 38,907	\$ 443,861	12.80	\$ 34,677	89%
In District ONLY	Acton			Boxborough			% Diff Box to Acton
	DESE \$	Students	PPC	DESE \$	Students	PPC	
2011	\$ 27,934,266	2,572.30	\$ 10,860	\$ 6,453,563	486.30	\$ 13,271	122%
2012	\$ 28,246,036	2,525.80	\$ 11,183	\$ 6,843,033	472.20	\$ 14,492	130%
2013	\$ 28,981,055	2,511.30	\$ 11,540	\$ 6,895,240	447.80	\$ 15,398	133%
2014	\$ 29,598,949	2,453.30	\$ 12,065	\$ 7,000,510	432.40	\$ 16,190	134%

Calculation Methodology

- Consistent with DESE Districtwide:
 - Excludes:
 - ✓ 6000 Community Services
 - ✓ 7000 Fixed Assets
 - ✓ 8000 Debt retirement and Debt service
 - Includes all fund sources: Appropriated, Grants and Special Revenues
 - Separates In-district per pupil and Out-of-District Per Pupil average cost
- Differences:
 - Enrollment per 10/1/14 SIMS data; DESE uses “average net membership” data
 - Districtwide and Central Office allocated to schools equally per pupil

Result: Substantial progress made

Differential lowered from 34% FY'14 to 22% FY'15

FY2014-2015 Per Pupil Expense by School-Munis Locations. All Funds (exclude DOE 6000:8000 And FC 9000 divided by specific enrollment: Choice, Charter, OOD)							
FINAL 3/16/16							
Location	Department	Total	Oct 2014 SIMS # of Student	per pupil	realloc DW	Revised total	Revised PPE
05	Central Office	13,310,868.67			(13,310,868.67)	-	
11	Admin Bldg	43,882.90			(43,882.90)	-	
12	Maint Shed	3,827.22			(3,827.22)	-	
14	District Wide	11,188,106.89			(11,188,106.89)	-	
15	Senior High	16,475,798.56	1,903.00	12,955.65	8,255,981.42	24,731,779.98	12,996.21
16	Junior High	7,670,323.98	907.00	12,804.13	3,934,931.76	11,605,255.74	12,795.21
17	Blanchard	4,122,395.88	393.00	14,932.38	1,704,992.48	5,827,388.36	14,827.96
18	Conant	3,759,361.03	459.00	12,552.23	1,991,327.10	5,750,688.13	12,528.73
19	Douglas	3,342,276.77	480.00	11,255.57	2,082,433.57	5,424,710.34	11,301.48
20	Gates	3,391,311.82	430.00	12,146.06	1,865,513.40	5,256,825.22	12,225.17
21	McCarthy Town	3,693,077.37	467.00	12,233.66	2,026,034.33	5,719,111.70	12,246.49
22	Merriam	4,235,283.78	517.00	12,510.05	2,242,954.49	6,478,238.27	12,530.44
23	Preschool	1,376,854.15	102.00	18,717.83	442,517.13	1,819,371.28	17,836.97
		72,613,369.02	5,658.00	12,833.75	-	72,613,369.02	12,833.75
					4,338.40		excl OOD
					24,546,685.68		
	OOD -9000	7,557,790.00	146.10	51,730.25			
	OOD -3300	981,009.00	146.10	6,714.64			
	Total OOD Tuition & Transportation	8,538,799.00	146.10	58,444.89			
	Total Per Pupil Costs	81,152,168.02	5,804.10	13,981.87			
Reconciliation to total costs:							
	FC 7000 Capital	778,681.85					
	FC 8000 Debt	1,822,733.35					
	total spending	83,753,583.22	5,804.10	14,430.07			
					393	5,827,388	14,827.96
					2,353	28,629,574	12,167.26
					Avg Acton		
							1.22
							% diff

Boxborough cost drivers -highlights (Incremental \$ per pupil)

- Higher average teacher salary/tenure – evolving with attrition (includes specialist and Medical/therapeutic staff)
- Prior model staff differences:
 - Certified Librarian
 - Paraprofessionals
- Custodial & Utilities

ABRSC 2015-2016 Committee Assignments (voted 8/10/15)

CASE Board Member	Glenn Brand
EDCO School Committee Leadership Liaison	
EDCO Board Member	Glenn Brand
EDCO Advisory Member	Maya Minkin
Legislative Issues & Initiatives Subcommittee (for Rep. Atkins'/Rep. Benson's/Sen. Eldridge's Districts)	Paul Murphy, Katie Neville
Health Insurance Trust Representative	Mary Brolin
Superintendent's Wellness Task Force/Advisory Comm	Deanne O'Sullivan, Amy Krishnamurthy
Superintendent's Safety Task Force	Maria Neyland, Maya Minkin, Deanne O'Sullivan
PTSO Liaison	Deanne O'Sullivan, Diane Baum
Community Outreach	Kristina Rychlik, Mary Brolin, Kathleen Neville
SpedPAC Liaison	Paul Murphy, Diane Baum
Warrant Signature Subcommittee	Brigid Bieber, Deanne O'Sullivan, Paul Murphy, Kristina Rychlik, Maria Neyland
Policy Subcommittee	Brigid Bieber, Maria Neyland, Amy Krishnamurthy, Maya Minkin, Katie Neville
Negotiations Subcommittee	Maria Neyland, Amy Krishnamurthy, Paul Murphy
Acton Leadership Group (ALG) Representatives	Amy Kr. Kristina Rychlik , Paul Murphy
Acton Board of Selectmen Liaison	Mike Coppolino , Paul Murphy (backup)
Acton Finance Committee Liaison	Kristina Rychlik, Deanne O'Sullivan
OPEB Task Force	Diane Baum, Mary Brolin
OPEB Trust Fund Board of Advisors	ABRSC Chair, Kristina Rychlik <i>Mary B.</i>
Boxborough Leadership Forum (BLF) Representatives	Brigid Bieber, Mary Brolin, Maria Neyland, Kathleen Neville
Boxborough Board of Selectmen Liaison	Maria Neyland, Brigid Bieber
Boxborough Finance Committee Liaison	Mary Brolin
Regionalization Financial Oversight Committee	Michael Coppolino -Chair, Mary Brolin
Danny's Place Youth Services Advisory Board	Amy Krishnamurthy
Budget and Capital Planning Subcommittee	Brigid Bieber, Deanne O'Sullivan, Maria Neyland, <i>Chair</i> Kristina Rychlik, Mary Brolin
MMT Liaison/SC rep to Acton MMT Working Group	Diane Baum
Boxborough BOS Vocational Education Advisory Comm rep	Brigid Bieber


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Updated Public Records Law

On June 3, 2016, Governor Baker signed *An Act to Improve Public Records* into law. Many of the provisions in the new law will take effect on **January 1, 2017**. Please be aware, the current law will remain effective until that time.

Below are a few of the provisions of the new version of the Public Records Law that will become effective next year. The complete text of the new law can be found at:

<https://malegislature.gov/Laws/SessionLaws/Acts/2016/Chapter121>

If you have any questions, please contact the Public Records Division at 617-727-2832 or pre@sec.state.ma.us.

New Provisions

Records Access Officers

Agencies and municipalities are required to designate 1 or more Records Access Officer (RAO).

The contact information for the RAO must be posted conspicuously, including on the agency's or municipality's website, if available.

The RAO has a duty to:

- Coordinate the agency's or municipality's response to requests for access to public records;
- Assist individuals seeking public records in identifying the records requested;
- Assist the custodian of records in preserving public records; and
- Prepare guidelines that enable requestors to make informed requests.

Electronic Records

Under the new version of the law, RAOs must provide public records to a requestor in an electronic format *unless* the record is not available in an electronic format or the requestor does not have the ability to receive or access the records in a useable electronic format.

Additionally, as of January 1, 2017, **agency RAOs** will be required to provide on a searchable website electronic copies of commonly requested records, including: final opinions, annual reports, minutes of open meetings and agency budgets.

Response Time

Under the current law, a records custodian must respond to a request for records in writing within 10 calendar days.

Beginning January 1, 2017, a RAO must permit inspection or furnish a copy of a requested public record within **10 business days** following receipt of the request. RAOs may petition the Supervisor of Records for an extension if they are unable to grant access to the requested public records in this time period.

Fees

The Supervisor of Records' Public Access Regulations allowing records custodians to charge **5 cents** for black and white paper copies or computer printouts of public records for both single and double-sided sheets was codified and will remain effective with the new law.

Beginning January 1, 2017, if a response to a public records request requires more than 4 hours of employee time, an **agency RAO** may assess a fee of the hourly rate of the lowest paid employee with the skills necessary to search for, compile, segregate, redact or reproduce a requested record. However, the fee shall not exceed \$25 an hour, unless approved by the Supervisor of Records.

Beginning January 1, 2017, if a response to a public records request requires more than 2 hours of employee time, a **municipal RAO** may assess a fee of the hourly rate of the lowest paid employee with the skills necessary to search for, compile, segregate, redact or reproduce a requested record. However, the fee shall not exceed \$25 an hour, unless approved by the Supervisor of Records. Municipalities with populations of 20,000 people or fewer will be permitted to charge for the first 2 hours of employee time.

Administrative Appeals

As of January 1, 2017, if an agency or municipality fails to comply with a requirement of the new law, the requestor may file an appeal with the Supervisor of Records who will then issue a determination on the public status of the records within **10 business days** of receipt of the request for an appeal.

Attorney Fees

6/20/2016

Public Records: Updated Public Records Law

Under the new Public Records Law, if a requestor prevails in a court action against an agency or municipal RAO, the court may award the requestor attorney fees or costs.

William Francis Galvin, Secretary of the Commonwealth of Massachusetts

[Terms and Conditions](#)

File: JIB

STUDENT INVOLVEMENT IN DECISION-MAKING

As appropriate to the age of students, class or school organizations and school government organizations, such as student councils, may be formed to offer practice in self-government and to serve as channels for the expression of students' ideas and opinions.

The Committee will take into consideration student opinions in establishing policies that directly affect student programs, activities, privileges and other areas of student sensitivity.

Students will be welcomed at Committee meetings and granted privileges of speaking in line with the privileges extended to the general public.

Student Advisory Committee

As required by state law, the Acton-Boxborough Regional School Committee will meet at least once every other month during the school year with the student advisory committee or designee, which is composed of five students elected by the high school student body. The members of the student advisory committee shall be ex-officio nonvoting members of the School Committee without the right to attend executive sessions unless such right is expressly granted by the School Committee.

LEGAL REF.: M.G.L. 71:38M

CROSS REF.: BDF, Advisory Committees to the School Committee

Approved: 5/22/14



The Official Website of the State Ethics Commission

State Ethics Commission

9.1

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Public Education and Communications Division

The Public Education Division is responsible for the educational seminar program, media relations, educational materials, and the website.

Educational Materials

Advisories, explanations of the law, primers and information about specific sections of the conflict of interest law.

Commission Meetings and Commission Publications

Commission Meeting Notices, Minutes, Agendas, Press releases and Annual reports.

Educational Seminar Program

Our current schedule for conflict of interest law seminars conducted at the Commission office, and information about how to schedule a seminar in your community or for your agency.

Frequently Asked Questions (FAQs)

Common questions and answers about obtaining advice, filing a complaint, and the process for investigating complaints.

Online Training Program

Every 2 years, all current state, county and municipal employees must complete online training. New public employees must complete this training within 30 days of beginning public service, and every 2 years thereafter. Upon completing the program, employees should print out the completion certificate and keep a copy for themselves. Employees will be required to provide a copy of the completion certificate to the Town or City Clerk (municipal employees), their employing agency (appointed state and county employees), or to the Ethics Commission (elected state and county employees).

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<input type="checkbox"/>	Assessment
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SCHOOL COMMITTEE MEMBER ETHICS
(Massachusetts Association of School Committees Code of Ethics)

Preamble

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. The oath of office of a School Committee member binds the individual member to adherence to those state laws which apply to School Committees, since School Committees are agencies of the state.

This code of ethics delineates three areas of responsibility of School Committee members in addition to that implied above:

1. Community responsibility
2. Responsibility to school administration
3. Relationships to fellow Committee members

A School Committee member in his/her relations with his/her community should:

1. Realize that his/her primary responsibility is to the children.
2. Recognize that his/her basic function is to be policy making and not administrative.
3. Remember that he/she is one of a team and must abide by, and carry out, all Committee decisions once they are made.
4. Be well informed concerning the duties of a Committee member on both a local and state level.
5. Remember that he/she represents the entire community at all times.
6. Accept the office as a Committee member as means of unselfish service with no intent to "play politics," in any sense of the word, or to benefit personally from his/her Committee activities.

A School Committee member in his/her relations with his/her school administration should:

1. Endeavor to establish sound, clearly defined policies which will direct and support the administration.
2. Recognize and support the administrative chain of command and refuse to act on complaints as an individual outside the administration.
3. Give the chief administrator full responsibility for discharging his/her professional duties and hold him/her responsible for acceptable results.
4. Refer all complaints to the administrative staff for solution and only discuss them at Committee meetings if such solutions fail.

A School Committee in his/her relations with his/her fellow Committee members should:

1. Recognize that action at official meetings is binding and that he/she alone cannot bind the Committee outside of such meetings.
2. Realize that he/she should not make statements or promises of how he/she will vote on matters that will come before the Committee.
3. Uphold the intent of executive sessions and respect the privileged communications that exists in executive sessions.

File: BCA

4. Not withhold pertinent information on school matters or personnel problems, either from members of his/her own Committee or from members of other Committees who may be seeking help or information on school problems
5. Make decisions only after all facts on a question have been presented and discussed.

SOURCE: Massachusetts Association of School Committees, 5/22/64

Approved 11/21/13

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File: BCB

COMMITTEE MEMBER CONFLICT OF INTEREST

The conduct of School Committee members where a possible conflict of interest exists is regulated by Chapter 268A of the Massachusetts General Laws. The conflict of interest law seeks to prevent conflicts between private interests and public duties, foster integrity in public service, and promote the public's trust and confidence in that service by placing restrictions on what municipal employees (defined to include School Committee members) may do on the job, after hours, and after leaving public service.

Each year, School Committee members must be given a summary of the conflict of interest law prepared by the State Ethics Commission and every two years, they must complete an online training program prepared by the Commission.

It is incumbent upon the School Committee Members to be familiar with the conflict of interest laws. Questions regarding the laws and how they are applied should be directed to the Massachusetts State Ethics Commission.

Some examples of situations in which conflicts of interest arise:

1. A member of the School Committee member's immediate family is an employee of the school district

In general, if a member of the School Committee is a member of the immediate family (the member's spouse and their parents, children, brothers and sisters) of a person in the employ of the schools, the member of the School Committee may not participate in any way in a matter which may affect the financial interest (wages, hours or conditions of employment) of such employee of the schools, except that the member of the School Committee may vote on a consolidated budget which includes an appropriation for salaries or other benefits for the group to which the member of the immediate family belongs so long as the School Committee member has no participation of any kind in the discussion or approval of that portion of the budget.

The School Committee member may vote on other line items that do not affect the financial interest of a family member and the whole budget, including salaries, once the following procedure has been followed: the board must identify the budget line item that includes the family member's salary and vote on it separately. The School Committee member must abstain from the line item's discussion and vote. After all such conflicts are dealt with through this line item procedure, the board may then vote on the budget as a whole package, with all members participating in the final vote to approve the "bottom line."

Further, a member of the School Committee may not participate in a grievance proceeding affecting a member of the immediate family, negotiations concerning employees in the bargaining unit which represents a family member, executive sessions concerning negotiating

strategies with that particular unit, or other matter directly affecting or involving the member of the immediate family who is an employee of the schools.

Finally, the member of the School Committee should leave the room whenever an issue involving a member of the immediate family arises.

Reference is made to Graham v. McGrail, 370 Mass. 133 (1976), for guidance with respect to the conduct of a School Committee member, a member of whose immediate family is employed by the school system.

2. A School Committee Member's child is on a sports team and the School Committee is voting on fees which affect that sports team

The Commission has created several regulatory exemptions permitting municipal employees to participate in particular matters notwithstanding the presence of a financial interest in certain very specific situations when permitting them to do so advances a public purpose. There is an exemption permitting school committee members to participate in setting school fees that will affect their own children if they make a prior written disclosure.

3. A School Committee Member is a Board Member or employee of an organization that rents space from the District

A School Committee member may not participate in any particular matter in which he or a member of his immediate family (parents, children, siblings, spouse, and spouse's parents, children, and siblings) has a financial interest. He also may not participate in any particular matter in which a prospective employer, or **a business organization of which he is a director, officer, trustee, or employee has a financial interest**. Participation includes discussing as well as voting on a matter, and delegating a matter to someone else.

A financial interest may create a conflict of interest whether it is large or small, and positive or negative. In other words, it does not matter if a lot of money is involved or only a little. It also does not matter if you are putting money into your pocket or taking it out. If you, your immediate family, your business, or your employer have or has a financial interest in a matter, you may not participate. The financial interest must be direct and immediate or reasonably foreseeable to create a conflict. Financial interests which are remote, speculative or not sufficiently identifiable do not create conflicts.

CROSS REFS: BCA, School Committee Member Ethics
 BIA, New School Committee Member Orientation

Approved: 5/19/16

SCHOOL COMMITTEE-STAFF COMMUNICATIONS

The School Committees wish to maintain open channels of communication between themselves and the staff. The basic line of communication will, however, be through the Superintendent.

Staff Communications to the School Committees

All communications or reports to the Committees or any of its subcommittees from Principals, supervisors, teachers, or other staff members will be submitted through the Superintendent. This procedure does not deny the right of any employee to appeal to the Committees for administrative decisions on important matters, except those matters that are outside the Committees' legal authority, provided that the Superintendent has been notified of the forthcoming appeal and that it is processed in accordance with the Committees' policy on complaints and grievances. Staff members are also reminded that Committee meetings are public meetings. As such, they provide an excellent opportunity to observe first hand the Committees' deliberations on problems of staff concern.

School Committees' Communications to Staff

All official communications, policies, and directives of staff interest and concern will be communicated to staff members through the Superintendent. The Superintendent will develop appropriate methods to keep staff fully informed of the Committees' problems, concerns and actions.

Visits to Schools

Individual School Committee members interested in visiting schools or classrooms will inform the Superintendent of such visits and make arrangements for visitations through the Principals of the various schools. Such visits will be regarded as informal expressions of interest in school affairs and not as "inspections" or visits for supervisory or administrative purposes. Official visits by Committee members will be carried on only under Committee authorization.