

*Approved*

**Hudson School Committee  
Open Session Minutes**

**Meeting Date:** October 22, 2019

**Location:** 155 Aspley Street

**Members present:** Glenn Maston, Steven Smith, Adam Tracy, Nina Ryan, Matthew McDowell, Michele Tousignant Dufour, and Rebecca Weksner

**Members absent:** none

**Others present:** Dr. Marco C. Rodrigues, Superintendent  
Annamarie O'Donnell, Recording Secretary  
Caitlin Reagan, Student Representative

**I. Call the Meeting to Order: 701: p.m.**

The meeting was called to order by Committee Chair, Glenn Maston.

**II. Approval of Minutes:**

Regular Meeting: October 8, 2019

A motion to approve the revised minutes of October 8, 2019 was made by Ms. Tousignant Dufour and seconded by Ms. Ryan. On a vote of 7-0, the motion passed.

**III. Public Participation:**

Mr. Kevin Santos spoke on behalf of the committee to rename the Hudson High Auditorium to honor former teacher Paul Johnson. He thanked Dr. Rodrigues, Mr. Medeiros, and the School Committee for everything they did for this wonderful celebration. Mr. Maston thanked everyone involved in planning the event. He went on to say what a wonderful event it was.

Ms. Michele Petersen parent of a second grade student at Mulready read a letter to the committee on behalf of the Mulready Grade 2 students and parents. The letter requested additional support in the form of a paraprofessional for each classroom due to an increase in the Grade 2 class sizes, ELL, IEP, and SEL needs.

Ms. Cheryl Langill of SEPAC Hudson spoke about the federal mandate of Child Find. Child find is a legal requirement to find all students that have a disability and give them the services they need. She expressed her concerns about abilities of teachers that are stretched to be able to find these students with disabilities.

**IV. Reports and Presentations**

**Report of the Superintendent: School Improvement Plans**

Dr. Rodrigues stated that each of the principals would present their school improvement plans for the coming school year. He stated that these plans were developed with greater input from the larger audience consisting of faculty, parents, and school councils. This past

summer principals were able to meet with their ILT to get a framework put together before school started. Since then, they have been working with different groups to refine the plan.

### **Farley**

Ms. Melissa Provost, principal of Farley Elementary School, presented her School Improvement Plan. She went through the following goals and action steps:

- 1) Build experiences that demonstrate diverse student centered instructional practices
  - Identify and learn 3-5 researched based instructional practices that involve all content areas, create a targeted PD plan, create an internal accountability system
- 2) Build the capacity of staff to analyze data, through a reflective cycle of inquiry, to inform instruction for all students.
  - Define data to be used, develop strategic goals of students in bottom 25% of MCAS data, adjust instructional practices
- 3) Effective Communication and collaboration amongst all staff
  - In house professional development to understand how effective teams collaborate, will use the norms of collaboration developed through the DELTA and ELEVATE teams, communication protocol based on feedback from the district climate survey will be developed
- 4) Establish a social-emotional curriculum to ensure a positive learning community
  - Identify individual students needs from data gathered using the ISS form provided through the support of the S3 committee, implement changes to school structures to make them more comprehensive to students, use the MTSS framework to build tiers of support, clinician provided through 366 grant, additional professional development

Mr. Tracy asked about the target date of December 2019. Ms. Provost confirmed that the ILT has already met a total of three times already. Mr. Smith stated that he appreciated the fact that a number of things tied back to accountability with the overall vision of the district. For goal 2, Mr. McDowell stated that he thought the most important bullet was defining what data is and making sure teachers have the capacity to look at the massive amounts of data they collect every day.

Ms. Touisnant Dufour asked Ms. Provost which goal the staff is most comfortable with and which will pose the biggest challenge. Ms. Provost stated she thought said the ILT work is the one the staff are all embedded into. The Social Emotional Curriculum is the one that is the most challenging because as the student needs change we have to adapt.

Dr. Weksner asked about the social emotional curriculum that is used. Discussion ensued.

Mr. Tracy asked about the measurement and evaluation of the final outcome for goal #4.

Ms. Provost stated that there is data to look at, but it is very personalized so it will be used internally and will not be published.

### **Forest**

Mr. Dave Champigny, Principal of Forest Ave Elementary presented his School Improvement Plan. He noted that there is common thread in the plans, particularly at the elementary level. He went on to present the following goals:

- 1) Maintain a high functioning building level Instructional Leadership Team to support the implementation of the school-wide measurable instructional focus.

- Evidence based practices will be implemented in every classroom for every student.
- Mr. Champigny shared Forest Avenue Elementary School’s slogan for their instructional focus is “Show What you Know”.

Mr. Maston asked what a practice of show what you know might look like in the classroom. Discussion ensued.

- 2) To decrease student chronic absenteeism at Forest Avenue School by 20% during the 2019 – 2020 school year. Improving student daily attendance will ensure participation in rigorous academic instruction with social emotional supports.
  - This work is able to be done with the addition of the new Assistant Principal. A key component of this work is parent education with information on data and impact of missing school.
- 3) To analyze the 2019 MCAS Mathematics data of the Lowest Performing, Economically Disadvantaged, EL & Former EL subgroups and identify a course of action so that these students show growth on the 2020 MCAS Mathematics test.
  - Students have been identified. The goal is about implementing best practices to support these students, but these practices will support all students.
- 4) To continue to develop a working environment that values a cohesive staff and a positive building culture, creating a community of mutual trust and respect by promoting a common vision and adhering to agreed upon norms of collaboration.
  - Ultimately looking to put structures in place to build the culture. A lot of the work has to do with norms of collaboration and leaves of citizenship.

Mr. Champigny stated that the staff is engaged in all four goals but it is a challenge working on culture.

### **Mulready Elementary School**

Ms. Kelly Sardella, Principal of Mulready Elementary School, presented her School Improvement Plan with the following goals.

- 1) Establish a high functioning building level Instructional Leadership Team with a measurable school-wide instructional focus.
  - This is a continuation of the work started last year. Ms. Sardella shared that the instructional focus of feedback would be combined with the habit of mind of perseverance. Each grade level is coming up with a complex task and feedback mechanisms for the complex tasks. Recently, the new Mulready slogan of is “ Have no fear, Mulready Cougars Perservere” was shared with the students.
- 2) Analyze 3rd grade MCAS scores and target instruction towards the needs of the children in PM (partially meeting) in order to raise their scores on the 4th grade MCAS.
  - Ms. Sardella stated that in addition to looking at students in the partially meeting expectations they would be looking at those students who are just meeting expectations.
- 3) Grade level and specialty area teachers will choose and implement increased use of technology into their curriculum.
  - The Mulready technology teacher will be looking to institute programs over the next two years to help students with their keyboarding skills.
  - Majority of teachers are using Seesaw as well as other digital platforms.

Mr. Smith asked how we know we are maximizing the benefit of the investment of 1:1 technology. Discussion ensued about collaboration between schools, full time Instructional Technology positions and the network of the instructional coaches. Ms. Ryan asked if there has been any thought of bringing chromebooks to grades K, 1 and 2. Discussion ensued about why the choice of IPADs was made and the limitations of the current IPADs in the classrooms. Dr. Rodrigues stated that this is something that would be discussed during the budget process.

- 4) Ensure an environment where ALL are accepted, through the development of understanding and respect for diversity.
  - There has been a large influx of non-English speakers into Mulready. One of the action steps for this goal is to the label the entire school in the other languages.
  - They will also continue expanding Disability Awareness month with items such as guest readers and a multicultural event in the spring,

### **Quinn Middle School**

Mr. Jeff Gaglione, Principal of Quinn Middle School, presented his School Improvement Plan.

- 1) The school's Instructional Leadership Team (ILT) will identify a measurable school-wide instructional focus. The ILT will determine research-based teaching strategies and activities that align with that focus. Staff will begin to implement these strategies and activities as part of their regular instruction so as to have a positive impact on student learning.
  - He spoke about the instructional focus that has been identified. It is around students' communication and understanding. Strategies that teachers can use in the classroom are currently being identified. Mr. Gaglione stated he thought this goal had the potential to be the most powerful because it will affect all facets of the school day in every classroom.
- 2) To implement and assess a social emotional curriculum for all students which leads to positive academic, emotional and behavioral outcomes for students.
  - The schedule change this year allots more time for SEL. Grade 5 Hawk block with a weekly teacher meeting for planning has been very positive and is showing a lot of consistency. Grades 6 and 7 now have 20 minutes per day dedicated to a break, with every other day being spent on social emotional work. Measurables will focus around attendance, grades, involvement in activities, and student survey at the end of the year. Discussion ensued. Mr. Tracy asked if implementing more clubs and activities was being considered to increase interest at the school. Mr. Gaglione stated that he is taking input from students and teachers to see what can be offered. He went on to say they will be offering intramurals.
- 3) To reduce the number of student absences in 2019-2020 by at least 10% when compared to 2018-2019 so as to lead to better student academic performance.
  - Mr. Gaglione stated that accountability numbers slipped last year with 40 chronically absent students (missing 10% or more of all school days) and 95 students with 10 or more tardies. Actions for this goal include reaching out to families, reviewing a weekly attendance report to identify students and parents we need to be talking to, and meeting with students individually to see why they are missing a string of days. Mr. Maston asked if there was

something significant about the target of 10%. Discussion ensued. Ms. Ryan asked if there is any way of following students that were chronically absent at the elementary level. Discussion ensued about communication during transition years.

- 4) To build an environment of collaboration and collegiality among staff so as to lead to better academic, social and emotional outcomes for students.
  - Work has already started to allow teachers to share best practices, collaborate, and see each other teach. This can be a little difficult to measure. Mr. Gaglione said they will concentrate on looking at student grades and the year end staff survey.

### **Hudson High School**

Mr. Jason Medeiros, Principal of Hudson High School, presented the School Improvement Plan for Hudson High School. He stated that the theme for his School Improvement Plan is Building Capacity to prepare for the future.

- 1) HHS will identify 1-3 instructional practices aligned with the school-wide instructional focus of PERSEVERANCE that the staff will commit to implementing for all students, every day.
  - Mr. Medeiros stated that this goal will engage in a process across all ten departments at the High School to get a shared commitment of what teaching perseverance looks like.
- 2) In conjunction with our instructional focus of PERSEVERANCE, HHS will commit to using student assessment data in order to learn and practice instructional strategies that support students in reaching mastery when they do not achieve it the first time.
  - Mr. Medeiros said that this goal is to take the instructional focus of perseverance and decide how to assess at the classroom and school level. Part of this is to go through a year-long process of practiced, agreed upon, and normed of what individual and collective cycles of inquiry look like.
- 3) Complete the New England Association of Schools & Colleges (NEASC) decennial accreditation process.
  - Hudson High School will have its accreditation visit in March. The report is due about five weeks before the visit. At the most recent Professional Development day, the body of the material needed for one of the five big sections was generated. Mr. Medeiros went on to say we have an opportunity to have this external body give feedback to identify some of the processes to help move us forward.
- 4) In an effort to reflect on and refine the HHS Program of Studies, HHS will assess current strengths with the academic program and identify opportunities for growth.
  - This goal is connected to the previous goal in that during the NEASC collaborative conference visit in the spring of 2018, one of the major strategic priorities identified was the creation of the vision of a graduate. This will include talking about pathways and how we incorporate them into the program of studies.

### **Other:**

Mr. Smith asked if the NEASC report will be shared with the Committee. Mr. Medeiros stated that the report will be a public document, and that he and members of his staff could present to the committee.

Mr. Smith asked if there has been conversation about the Mulready concerns brought up in public participation. Dr. Rodrigues shared that he has had conversations with Mrs. Sardella and monitors enrollment with a weekly enrollment report from Aspen. He stated that currently most classes are in the 20 + range and that second grade is jammed at every school. He went on to say that there has been conversation not only about the rise in the number of students but also the complexity of the number of lower level ELLs in the second grade. Dr. Rodrigues has suggested Ms. Sardella to reach out to the EL instructional coach to see if there are other supports.

Dr. Rodrigues went on to offer some information about Child Find. Child Find is a federal law that any person can ring the bell that a child might have a disability. This person does not have to be an educator. Dr. Rodrigues went on to say Mulready Elementary has a pristine IST process with very good processes in place to identify children that are struggling and figure out how to support them. He concluded that this will continue to be monitored and supports will be put in place as needed.

Ms. Ryan commented that it is difficult for teachers to get into a routine no matter what grade, when there are new students coming every week. Dr. Rodrigues stated that we have to identify and supply supports. Discussion ensued about how quickly these supports can be put into place.

### **Subcommittee Reports**

#### **Budget Subcommittee**

none

#### **Policy Subcommittee**

Mr. Smith stated there was a policy meeting earlier and that there will be some policies for review at the next meeting

#### **Strategic Goals Subcommittee**

none

#### **Superintendent's Evaluation Subcommittee**

None

### **Student Report**

Caitlin Reagan, presented the student report highlighting the following:

- Writing center will be starting. There will be an in school training for students who wants to be a tutor.
- Fall Cabaret night is not happening. There will be one in January and again in the spring.
- Freshman parent night is tonight at HHS.
- Sophomores are having a class meeting to discuss class rings.
- Malawi Medical trip
- Applications for National Art Honor Society for Grades 10, 11 and 12 are available.
- Senior pictures and Bios are due October 31.
- Boosters is having a Turkey Shoot 11/2.
- AP students need to register for AP exams by 11/12/19.

*Approved*

- No fines at HHS library this week
- Grades for term 1 close October 29
- At the HHS Rally students expressed concerns specifically over ARC. Mr. Medeiros responded with a letter to students and parents.

V. **Matters for Discussion:**

- a) Old Business
- b) New Business

1. **Staff and Parent Listening Sessions**

Dr. Rodrigues stated that he and Assistant Superintendent Kathy Provost have completed the first round of listening sessions for staff at all five schools. Additionally, the first parent forum was held. He said there were trends observed throughout the conversations.

**Elementary:**

Substitute Coverage and class sizes were the common thread. The staff was appreciative of the times met in the past and some of the changes as a result.

**Hudson High School:**

The High School had the lowest representation. The concerns there included classes with low interest and at the risk of not running. Discussions occurred about increasing awareness.

**Quinn Middle School:**

There was good participation with a number of questions. The schedule is working nicely, co-teaching models at 5th grade has been positive, 1 teacher advocated for another EL teacher at Quinn. There was a segment of the conversation about MCAS data and the grading system

**Parent Forum:**

The forum started with a presentation on some of the highlights of the changes in the student discipline policy.

There were questions related to student discipline, lockdown drills, attendance and chronic absenteeism, and transportation.

The Climate survey will be presented to the committee and posted for the public once the development of action steps is completed.

Ms. Ryan asked if the survey results would be broken down by school. Dr. Rodrigues stated the aggregate for the district would be published. Each school would have access to their individual results.

Mr. Tracy commented that there is a lot of good information and asked how we get this to more parents and community members.

Dr. Rodrigues stated that the Leadership Team Communication Plan will be presented later in the evening.

2. **Leadership Team Communication Plan**

Dr. Rodrigues stated that under priority 4.1 of the District

Improvement Plan, we are to develop a communication protocol to be more specific and intentional about how to get news out to all stakeholders. Last year, in Delta meetings the National School Public Relations Association framework was used to develop our framework for the communication plan. Eight areas were identified to focus on, and work continued over the summer. The action steps were finalized in the past month. He went on to say that each member of the ELEVATE team will have a goal under their own structure of educator evaluation attached to the communication plan.

Ms. Melissa Provost, Farley Principal, Ms. Kelly Sardella, Mulready Principal, Ms. Ellen Shuck, District Technology Director, and Mr. Bob Kittle, Curriculum Director for Mathematics presented the following Communication Plan goals for each of the eight areas.

**1. Researching and understanding employee needs, expectations, opinions and knowledge**

Goal #1: By June 2020, the District Leadership Team will present results of the protocols used to prioritize employees' needs, expectations, opinions, attitudes, and knowledge.

Action steps include collecting data. using surveys, interviews and focus groups, distributing minutes following all meetings and periodically examining data to develop new action steps.

**2. Employee Engagement**

Goal #2: By June 2020, the District Leadership Team will present a system of communication fostering employee engagement in support of student learning.

Action steps include providing opportunities for staff to build relationships, shared leadership and to share best practices.

**3. Employee Alignment with Mission and Goals**

Goal #3: By June 2020, the district will have developed a comprehensive and integrated plan for defining and communicating the mission, vision, and goals and will have strengthened and/or implemented at least three forms of regularly communicating those to all employees.

Action steps include improving Creating Connections, developing of new website, developing the definition of a "Global Leader" and consistently discussing intersection between mission and practices.

**4. Leadership and Communication**

Goal #4: By June 2020, common expectations for



school and district leaders' communication with community, staff, schools, and departments will be established and all members of the leadership team will provide evidence of implementing these expectations.

Action steps include establishing expectations for communication for School and District leaders and ILT's with various stakeholders.

#### **5. Managing Information Overload**

Goal #5: Starting in October 2019, in order to reduce double bookings and improve coordination across the district, all schools will use a master calendar of district public events when scheduling their own school events. Starting in October 2019, on a monthly basis, we will survey school scheduling secretaries and school leaders to check for use of the district calendar. We will aim for 100% alignment according to monthly surveys.

Action steps include creating a district wide master calendar, putting a protocol in place for the use of School Messenger, identifying operational protocols, and monitoring the effectiveness of the system and making the appropriate changes.

#### **6. Customer Service**

Goal #6: By June 2020, in order to improve family access and relationships, we will use a family survey to identify key areas of need for parent communication for each school. There will be at least 80% participation in the survey at each school. Action steps included surveying families, accessing the multi-language translation capabilities, and providing cultural competency training for staff. Dr. Weksner asked about the response rate of the previous parent survey. Discussion ensued about the goal of 80% participation.

#### **7. Employee Ambassadors**

Goal #7: By the spring of 2020, 100% of the employees will receive consistent communication regarding School Committee meetings, District Improvement Plan updates, Awards for Excellence, and events in schools.

Action steps included dissemination of School Committee meeting highlights to all staff after each meeting, reintroducing each fall the purpose of Creating Connections to staff and the process for contributing, continuing with the Awards for Excellence events, presenting progress on the

District Improvement Plan to all staff each year.

**8. Communicating with Employees During a Crisis**

Goal #8: All HPS employees will receive an emergency communication plan through building principals by December 2019.

Action steps included the development and dissemination of an emergency communication plan.

**VI. Matters for Action:**

a) Old Business

1. **Approval of 2019 MASC Resolutions**

Mr. Maston stated that this vote would instruct him how to vote at the upcoming 2019 MASC/MASS conference in November. Discussion took place relative to the proposed resolutions and votes were recorded as follows:

**RESOLUTION 1: Banning Polystyrene from Schools**

A motion to vote against Resolution No.1 was made by Mr. Smith and seconded by Mr. Tracy. On a vote of 6-0-1, with Mr. Maston abstaining the motion passed.

**RESOLUTION 2: Pertaining to Educator Diversity and Professional Licensure**

Dr. Rodrigues summarized the discussion at the first read. A motion to support Resolution No. 2 was made by Mr. Smith and seconded by Mr. Maston. On a vote of 6-1, the motion passed.

**RESOLUTION 3: School Transportation**

A motion to support Resolution No.3 was made by Mr. Smith and seconded by Ms. Ryan. On a vote of 7-0, the motion passed.

**RESOLUTION 4: Climate Change**

A motion to vote against Resolution No. 4 was made by Mr. Tracy and seconded by Mr. Smith. On a vote of 7-0, the motion passed.

**RESOLUTION 5: Full Funding of Transportation Costs for Students in Foster Care And State Care**

Discussion ensued about financial impact to individual districts. A motion to support Resolution No. 5 was made Dr. Weksner and seconded by Ms. Ryan. On a vote of 7-0, the motion passed.

**RESOLUTION 6: Universal Quality Pre-Kindergarten Access in Massachusetts**

Discussion ensued about the funding, and the text of the resolution having the least specificity for implementation of all the resolutions. Discussion ensued about the burden and impact on school districts for space, personnel as well as the effect on other preschools in the area. Discussion ensued on impact to special education services.

A motion to abstain on Resolution No.6 was made by Mr. Tracy

and seconded by Ms. Ryan. On a vote of 7-0, the motion passed.

**RESOLUTION 7: Poverty and Children**

Discussion ensued about the relevance to a School Committee.

A motion to abstain on Resolution No. 7 was made by Mr. McDowell and seconded by Dr. Weksner. On a vote of 7-0, the motion passed.

Discussion ensued about the opportunity to provide feedback on the resolutions.

**RESOLUTION 8: Resolution for Access to Menstrual Supplies**

A motion to support Resolution No.8 was made by Ms. Tousignant Dufour and seconded by Mr. McDowell. On a vote of 7-0, the motion passed.

**RESOLUTION 9: Charter School Reform**

A motion to support Resolution No. 9 was made by Ms. Tousignant Dufour and seconded by Mr. Smith. On a vote of 7-0, the motion passed.

Discussion ensued of the history of charter school resolutions.

**Proposal to Amend the MASC By-laws**

Discussion ensued on the motivation for this.

A motion to abstain on the proposal to amend the MASC by-laws was made by Mr. Smith and seconded by Ms. Tousignant Dufour. On a vote of 7-0, the motion passed.

b) New Business

1. **Approval of Contract with New England School Services, Inc. in the amount of \$13,660.00 for contracted services for removal and replacement of outside double- door, frame, and transom at the Farley Elementary School.**

A motion to approve the contract with New England School Services, Inc. in the amount of \$13,660.00 for contracted services for removal and replacement of outside double- door, frame, and transom at the Farley Elementary School was made by Ms. Tousignant Dufour and seconded by Ms. Ryan. On a vote of 7-0, the motion passed.

2. **Approval of Contract with the Madison Corporation – DBA Warren Security in the amount of \$44,500 to upgrade the Door Access Control Security System at Hudson High School.**

A motion to approve the contract with the Madison Corporation – DBA Warren Security in the amount of \$44,500 to upgrade the Door Access Control Security System at Hudson High School was made by Mr. Smith and seconded by Ms. Ryan. On a vote of 7-0, the motion passed.

3. **Approval of Contract with Signet Security Systems Inc. in the amount of \$19,250.00 for equipment and installation of additional security cameras at Quinn Middle School.**

A motion to approve the contract with Signet Security Systems Inc.

*Approved*

in the amount of \$19,250.00 for equipment and installation of additional security cameras at Quinn Middle School was made by Mr. McDowell and seconded by Mr. Smith. On a vote of 7-0, the motion passed.

4. **Approval of FY20 Mass Cultural Grant in the amount of \$250.00 for Forest Avenue Elementary and \$250.00 for Quinn Middle School.**

A motion to approve the FY20 Mass Cultural Grant in the amount of \$250.00 for Forest Avenue Elementary and \$250.00 for Quinn Middle School was made by Ms. Tousignant Dufour and seconded by Mr. Smith. On a vote of 7-0, the motion passed.

VII. **Items of Interest to the School Committee**

Ms. Ryan stated that High School school council meeting would be Thursday at 3:30 if anyone wanted to join.

VIII. **Executive Session**

At 9:37 p.m., Committee Chair Glenn Maston noted that Executive session was not needed.

IX. **Adjournment**

A motion to adjourn was made by Mr. Maston and seconded by Ms. Tousignant Dufour. On a vote of 7-0, the motion passed.

Respectfully submitted,

Michele Tousignant Dufour, Secretary  
Hudson School Committee