



September 10, 2018  
Keith Middle School  
6:07 P.M.  
Pages: 4

**REGULAR MEETING  
OF THE NEW BEDFORD SCHOOL COMMITTEE  
~MINUTES~**

**PRESENT:** MR. BRUCE OLIVEIRA, MR. JOSHUA AMARAL (arr. 6:15 p.m.), MR. CHRISTOPHER COTTER, MS. COLLEEN DAWICKI, MR. JACK LIVRAMENTO

**ABSENT:** MAYOR MITCHELL, MR. JOHN OLIVEIRA

**IN ATTENDANCE:** MR. ANDERSON, MS. TREADUP, MS. BETTENCOURT, MS. EMSLEY, MR. O'LEARY, MS. WALMSLEY, MR. MOTTA, MS. FERREIRA (Recording Secretary)

The School Committee Student Representative, Amanda Braga, was present.

Mr. Bruce Oliveira, School Committee Vice-Chairperson, opened the meeting.

Approval of Minutes:

The Committee voted UNANIMOUSLY, on a motion by Christopher Cotter and seconded by Jack Livramento, to accept the School Committee meeting minutes as follows: (Supporting documents labeled "3")

- Regular Meeting: August 13, 2018

Superintendent Anderson requested a moment of silence for Mrs. Catherine Oliveira and Mrs. Elaine Santos. They were both dedicated teachers at New Bedford Public Schools that recently passed away.

On a motion by Jack Livramento and seconded by Christopher Cotter, the Committee voted to take item 7A from the agenda out of order, American Legion JROTC Donation.

Col. Priscilla Fonseca presented a check on behalf of the American Legion for the amount of \$500.00 to the New Bedford High School JROTC. Ms. Bernadette Coelho, New Bedford High School Headmaster, gratefully accepted the check.

Superintendent's Report (Mr. Anderson):

Mr. Anderson introduced new administrators to the Committee:

- Sean McNiff- Principal at Normandin Middle School
- Maria Reidy- Principal at Sgt. William Carney Academy
- Jose Edwards- Principal at New Bedford High School
- Mark Souza- Assistant Principal at Normandin Public Schools
- Daniel Somes- Principal at Renaissance Community Innovation School

## New Bedford Symphony Orchestra Presentation

Terry Wolkowicz gave a presentation on the educational programs that New Bedford Symphony Orchestra offers to schools, such as the "Learning in Concert Program". She shared two videos that highlighted their approach to design music education curriculum in correlation with other academic subjects (Ecology and Astronomy). Ms. Wolkowicz explained that "concept-based arts integration" can be applied to any subject and students are able to build a deeper understanding of the subject.

The program currently serves New Bedford Public Schools' students in the third grade. Several members commented positively about the program and the need to support the arts.

## District Updates (PowerPoint Slides Attached)

Mr. Anderson stated that he will continue to focus on the four NBPS objectives to review and learn about the district. He shared his five transitional goals and said the importance to understand the structure before making any suggestions.

Mr. Anderson explained that his role is to center on the academics, operations, and climate of New Bedford Public Schools. He commented that the same focus should be within each person serving the district, where individuals take responsibility in their own areas while being supportive with one another.

He continued to note the importance of climate as an organization. Mr. Anderson stated that his objective is not to get on the way, but to ensure that teachers and leaders understand the work the district is doing; and understand the level of flexibility in order to support the students in their buildings.

As the schools "dig deeper" into Personalized Learning, there will be an opportunity to explain and give clear examples on how this system is working for our district.

Mr. Anderson noted that we need to be creative and look at different ways to improve family engagement.

The expectations of the NBPS team were reviewed.

Mr. Anderson reported that he was able to visit all the schools and continues to meet with stake holders to understand and gather feedback about the district. He stated that there are plans to conduct professional development on Social Emotional as this continues to be an area of major attention.

## Public Comment

Morgan Bernardo- shared concerns with regard to Special Education IEP noncompliance.

Carol Strupczewski- Pulaski School grounds concerns and appreciation to Joshua Amaral and Bruce Oliveira.

## Business Office Report (Mr. O'Leary): (Supporting documents – 6A)

Mr. O'Leary reviewed the financial reports with the Committee. He stated that the Function Code Report is 20% encumbered. He noted that there were \$57K deducted from Legal Service line to cover different settlements and explained the deficit under Utility. Mr. O'Leary was satisfied that the General Expense Report was at 76.2% encumbered, when compared to last year's 46% encumbered.

To a question by Christopher Cotter regarding credits. Mr. O'Leary explained that there is an accounting issue where the district process the invoices as they come in, but the city have different timeline to process the credit.

An average number on Salary Spenddown will be available until October for the November School Committee.

Mr. O'Leary reviewed the transfer requests. (Transfer of funds attached)

On a motion by Joshua Amaral, and seconded by Christopher Cotter, the Committee voted UNANIMOUSLY to approve the transfers request as presented.

#### MSBA updates

- The building capital plan was submitted for approval. An update will be shared with the Committee later in the Fall.

On a motion by Jack Livramento and seconded by Joshua Amaral, the Committee voted UNANIMOUSLY to accept the Business Office report.

#### Personnel Report (Ms. Emsley) (Supporting document labeled "6B")

Ms. Emsley reviewed the personnel report with the Committee. She reported that there were 154 appointments, 4 retirements, 19 resignations and 12 transfers since the last personnel report in August. Ms. Emsley stated that 94.4% of the district teachers are licensed compared to the state average of 97.2%.

A position vacancy report was reviewed by Ms. Emsley. She reminded the Committee that the numbers fluctuate constantly.

Ms. Emsley reported that the 2018-19 Mentoring Induction Program was launched to provide support to new teachers. The program this year will focus on Classroom Management and Building Relationships. She commended the work of Sandra Ford and Sarah Mello.

To a question by Christopher Cotter concerning the status of unfilled vacancies. Ms. Emsley stated that this year the district is doing excellent, as the High School has 4 vacancies which are covered by long term substitutes.

Christopher Cotter shared concerns regarding exit surveys and deactivating NBPS e-mail account without notice. Ms. Emsley explained that most retirees submit their notices before January 1<sup>st</sup> and an invitation to participate in the survey is sent to them right away. Ms. Emsley stated that her department will work closely with the Technology department to ensure retirees are given notices prior to deactivating their access to different systems.

The Committee voted UNANIMOUSLY, on a motion by Joshua Amaral and seconded by Jack Livramento, to receive and place on file the Personnel Report.

Several School Committee members reported on their opportunity to visit different schools and thanked the Superintendent for the invitation. Mr. Anderson stated that there will be more opportunities in the future so that the Committee get a clear picture of teaching and learning in NBPS.

Amanda Braga, Student Representative, gave her report.

#### NEW BUSINESS

The Committee voted UNANIMOUSLY, on a motion by Joshua Amaral and seconded by Jack Livramento to approve a recommended list of surplus property located at New Bedford High School. (In accordance with School Department Policy DN).

On a motion by Joshua Amaral and seconded by Jack Livramento, the Committee voted to authorize the Mayor to request supplemental budget appropriation of \$800K at the September 27<sup>th</sup> City Council meeting to account for FY19 Chapter 70 aid increase

The roll call vote was as follow:

John Oliveira – Absent	Joshua Amaral– Yes
Christopher Cotter – Yes	Colleen Dawicki - Yes
Jack Livramento – Yes	Mayor Mitchell – Absent
Bruce Oliveira - Yes	

5 – Yeas      0 – Nays      2 – Absent

At 7:23P.M., on a motion by Joshua Amaral and seconded by Jack Livramento, the Committee voted to go into Executive Session, for the following purposes:

- A. To discuss Level III grievance hearing- New Bedford Federation of Paraprofessionals
  
- B. To discuss updates with respect to negotiations with union personnel:
  - New Bedford Educators Association Unit A
  - New Bedford Educators Association Unit B
  - New Bedford Federation of Paraprofessionals

The roll call vote was as follow:

John Oliveira – Absent	Joshua Amaral– Yes
Christopher Cotter – Yes	Colleen Dawicki - Yes
Jack Livramento – Yes	Mayor Mitchell – Absent
Bruce Oliveira - Yes	

5 – Yeas      0 – Nays      2 – Absent

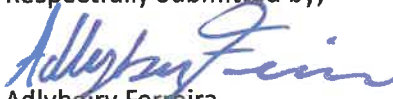
At 7:24 P.M., on a motion by Jack Livramento and seconded by Christopher Cotter, the Committee voted to adjourn the meeting.

The roll call vote was as follow:

John Oliveira – Absent	Joshua Amaral– Yes
Christopher Cotter – Yes	Colleen Dawicki - Yes
Jack Livramento – Yes	Mayor Mitchell – Absent
Bruce Oliveira - Yes	

5 – Yeas      0 – Nays      2 – Absent

Respectfully Submitted by,

  
Adlyberry Ferreira  
Recording Secretary

Reviewed by,

  
Thomas Anderson  
Superintendent, Secretary/School Committee

NEW BEDFORD PUBLIC SCHOOLS



SCHOOL COMMITTEE MEETING  
SEPTEMBER 19, 2018

KNOWING VS. DOING: SIMPLIFY AND CLARIFY

New Bedford  
Public Schools

NEW ADMINISTRATORS

- Sean McNiff, Principal, Normandin MS
- Maria Reidy, Principal, Carney Academy
- Jose Edwards, Principal, NBHS
- Mark Souza, AP Normandin MS
- Daniel Somes, Principal, Renaissance Innovation School



Left: D. White  
Photo: Santos  
District data showing 95% attendance

THE FOUNDATION: NBPS OBJECTIVES

- Objective I: High Quality Instruction
- Objective II: Student Support Systems
- Objective III: Team Excellence
- Objective IV: Community Engagement



SUPERINTENDENT ENTRY PLAN

Transition steps:



SUPERINTENDENT ENTRY PLAN  
Transitional Goals

Five transition goals

1. Focus organizational efforts and align resources
2. Establish and promote highly effective district governance
3. Increase organizational effectiveness and efficiency
4. Promote a respectful, positive culture
5. Build public trust capital and confidence



SUPERINTENDENT ENTRY PLAN

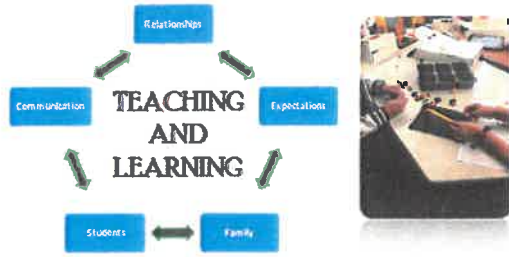
ACTION PLAN TIMELINE: FIRST 90 DAYS

- Early entry: (by August 28, 2018)
- Meet key stakeholders
  - Establish relationship with media
  - Attend summer community events
- 30 DAYS (by September 18)
- Visit all schools at least once
  - Meet key stakeholders including students
- 90 DAYS (by October 16)
- Complete a comprehensive summary of my findings, observations and information with all stakeholders
  - Solidify a comprehensive list of suggestions to guide the direction of New Bedford Public Schools
  - Strategies that will inform the process I will use to review the district's current strategic plan



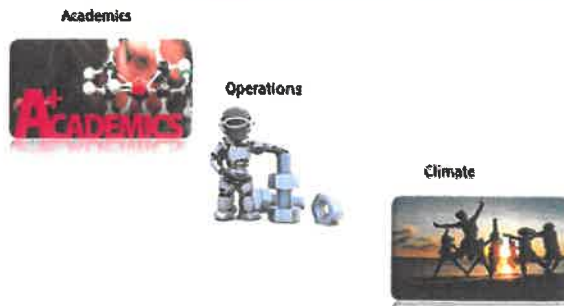
NEW BEDFORD PUBLIC SCHOOLS

Collaborating for Success in Academics and in Life



NEW BEDFORD PUBLIC SCHOOLS

LEADING ALL ASPECTS



Consistently Communicate and Collaborate

NEW BEDFORD PUBLIC SCHOOLS

FIVE PRINCIPLES of Personalized Learning

MA PLN's Five Principles provide the lens through which we do this important work.



www.cce.org/mapln

- Competency-based Learning**  
Students meet or beat specific goals and receive credit when they demonstrate mastery of competencies - or having "gripes" at each new level!
- Flexible Learning**  
Time spent and teacher roles adjust to the needs of students through the use of on-technology and flexible structures rather than being a fixed "one size fits all" experience.
- Student-driven Learning**  
Students explore what and where in their learning and create personal student goals and learning plans focused on student interest, expertise, and learning challenges.
- Dispositions for Learning**  
When a focus on equity, agency, and openness for others, students develop the attitudes and habits necessary for academic growth and preparation for life in a global society.
- Authentic Learning**  
Students engage in meaningful projects and community-based learning with multiple opportunities to demonstrate what they know and are able to do.

NEW BEDFORD PUBLIC SCHOOLS

Importance of Culture

"The health of an organization provides the context for strategy, finance, marketing, and everything else that happens within it, which is why it is the single greatest factor determining an organization's success. More than talent. More than knowledge. More than innovation."

—Lexipol, *The Advantage: Why Organizational Health Trumps Everything Else in Business* (2014), p. 1



NEW BEDFORD PUBLIC SCHOOLS

Improving Relationships

The single factor common to successful change is that relationships improve. If relationships remain the same or get worse, ground is lost.

*In complex times, emotional intelligence is a must. Emotionally intelligent leaders are able to build relationships because they are aware of their own emotional makeup and are sensitive and inspiring to others (Goleman, Boyatzis, & McKee, 2002). The Cultural Change Principal knows that building relationships and teams is the most difficult skill for both business and education leaders (Hay Management Consultants, 2000).*

NEW BEDFORD PUBLIC SCHOOLS



Parent / Family Engagement: what do we want it to be?

- A well thought out process involving the entire school community, NOT a series of events
- A set of day-to-day practices, attitudes, beliefs and interactions that support learning at home as well as at school, NOT a one-time program

**FOCUS: KNOWING VS. DOING  
SIMPLY AND CLARIFY**

*When the number of initiatives increases, while time, resources and emotional energy are constant, then each new initiative . . . will receive fewer minutes, dollars and ounces of emotional energy than its predecessors.*

Doug Reeves

*The real path to greatness, it turns out, requires simplicity and diligence. It requires clarity, not instant illumination. It demands each of us to focus on what is vital—and to eliminate all of the extraneous distractions.*

Jim Collins



**Expectations of the NBPS TEAM . . .**

**Build and Maintain Strong Interpersonal Relationships**

- Ownership for ALL Students
- Communicate Effectively
- Effective Differentiated Lessons
- Effective Interpersonal Skills
- Create and Maintain a Positive School Climate
- Be Accessible
- Be Consistent
- Be MENTALLY Available
- Enjoy Being an Adult Professional in New Bedford Public Schools !!!

*consistency*  
*collaboration*  
*communication*

**The Bottom Line . . .**

- Nothing NEW... Align and Refine
  - Create a Positive and Wholesome Learning Environment
  - Foster Positive Relationships
  - Focus on the Instructional Program
  - Enhance our Facilities
  - Enjoy Being a Member of the NBPS School Community



THANK YOU

**FOCUS (Leading in the Face of Change)**

*Effectiveness Is All About Managing Your Time, Energy, and Attention*

by Charlie Gilkey, August 3, 2010

Instead of thinking just about how you're using your time, think about how **you're using your time, energy and attention.**

1. **On gaining time:** What are you doing that you could either stop doing or do more efficiently so that there's less time?
2. **On using time:** What would you do with any additional time that you gain? Is the juice worth the squeeze?
3. **On gaining energy:** What could you do to increase your available physical, emotional, social, mental, and physical energy?
4. **On losing energy:** What are the sources of energy drain in your day? Is there something you can do to address those sources?
5. **On gaining attention:** What really engages you? What are you naturally drawn to do? On losing attention (being distracted): What's distracting you or causing you to continually shift focus? Is there a way to alter your environment so you're less prone to be distracted?

**LEADING IN CHANGE**

**KNOWING VS. DOING:  
SIMPLY AND CLARIFY**

Healthy school cultures have been defined by Kent Peterson from the University of Wisconsin in the following manner:

Healthy school cultures have an unwavering belief in the ability of each student to achieve success and they pass that belief on to others in overt and covert ways. Educators create policies and procedures and adopt practices that support their belief in the ability of every student. (Cromwell 2002)

Peterson's definition gives us insight into the inner-workings of a healthy and productive culture and his description informs us that there are two major components. A healthy culture begins with a belief in children, but it does not stop with just belief alone. Healthy cultures also institutionalize their belief through a series of policies and practices that align with their belief system. The practices of a healthy culture are aligned with their publicly stated belief in the ability of every student.

<http://newfrontiers.com/archives/lanpage/>

Discomfort in Change: <http://newfrontiers.com/archives/discomfort-in-change/>

## Protocols and procedures for the operation of our schools . . .

- Protocols and Procedures will continue to stay in place
- Owning the work
- Communication
  - Returning Emails (48 hours) Phone calls (36 hours)
- Feedback - Honest, Professional, Tactful
- Work Smarter NOT Harder - be efficient
- Determine what to stop doing?

## QUALITY TEACHING DEFINED

### *Task Predicts Performance*

*“What predicts performance is what students are actually doing...the **Instructional task is the actual work** that students are asked to do during the **process of instruction-not what teachers think they are asking students to do or what the official curriculum says that students are asked to do...**”*

-Dr. Richard Elmore-



