

Chelmsford School Committee & Superintendent's Goals 2018-19

Mission Statement

In order to support the mission of the Chelmsford Public Schools to cultivate inspired, creative and well-rounded lifelong learners who possess the integrity and self-direction necessary to be contributing community members, the school committee proposes the following goals for the 2018-19 school year.

District Wide Goals

The following school committee goals for the 2018-19 school year are intended to support and reinforce the district wide and superintendent's goals outlined in the strategic plan.

School Committee's Goals and Actions Steps	Superintendent's Goals and Action Steps
<p>① Supporting Academic Achievement</p> <p>By June 2020, the school committee will support the district plan to provide multiple access points to learning to ensure that every student achieves to his/her full potential by evaluating alternative learning opportunities for students, as measured by the offerings in the program of studies at the middle and high school levels.</p> <p>ACTION STEPS:</p> <ol style="list-style-type: none"> 1. Continue collaborative agreements with local colleges in an effort to increase academic pathways and career readiness programs for our high school students by evaluating potential agreements with local institutions; 2. Establish collaborations with local businesses to help create internship or enrichment opportunities for students; 3. Establish collaborations with local community, civic or governmental agencies to encourage students to be informed and active in their community; 4. Investigate options to provide additional administrative or supervisory student support services at the elementary level including, but not limited to, adding assistant principals; 5. Investigate the need for and funding sources to establish a one-on-one computer initiative in the district. 	<p>① Every Student Achieving Academically</p> <p>By June 2020, the superintendent will establish a comprehensive tiered system of support that addresses the academic needs of all students and provides multiple access points to learning, to ensure that every student achieves to his/her full potential, as measured by an aligned, consistent, rigorous, and comprehensive curriculum, the implementation of Tier I instructional practices, and established systems for data-informed decision making.</p> <p>ACTION STEPS:</p> <ol style="list-style-type: none"> 1. Continue collaborative agreements with local college in effort to increase academic pathways and career readiness programs for our high school student by evaluating potential agreements with local institutions; 2. Prepare students for achieving the Next Generation Science Standards – Complete alignment process and final mapping K-12; 3. Review of all pacing and syllabi at all levels for instructional adjustments; 4. Establish documents and models/exemplars to guide schools' efforts to implement Tier I instructional practices; 5. Continue to provide robust programming that provides students with college and career ready opportunities; 6. Investigate the need for and funding sources to establish a one-to-one computer initiative in the district.

School Committee's Goals and Actions Steps

② Creating a positive, pro-social learning environment

By June 2020, the school committee in collaboration with the superintendent, assistant superintendent, director of student support services and other stakeholders, will create a prioritized list of programming that may be implemented to promote the socio-emotional wellbeing of all students and that assists in cultivating positive, safe learning environments for students and staff as measured by budget prioritization for the 2018-20 school years.

ACTION STEPS:

1. Investigate the need for and potential funding sources to add social workers to the schools;
2. Continue to support funding for a therapeutic classroom at the elementary level for students with severe behavioral needs;
3. Investigate the need for and potential funding sources to add programming to support students with language-based learning disabilities;
4. Establish educational programs for staff and parents to inform them of district, state and national policies related to supporting students with socio-emotional needs;
5. Increase public awareness of the district's PRIDE program;
6. Educate all stakeholders on the proper procedures for addressing issues, including but not limited to, an understanding of who to report issues to and the subsequent levels of response.

Superintendent's Goals and Action Steps

② Every Student Supported in a Positive, Prosocial Learning Environment

By June 2020, the superintendent will establish a comprehensive tiered system of support that promotes our PRIDE norms, values, and expectations, that ensures students' social and emotional learning needs are addressed, and ensures that all members of the school community feel engaged, respected, and safe, as measured by the district MTSS team. The district MTSS team supports the effective implementation of tiered systems and practices, the established systems for data-informed decisions, and the consistency of effective practices across schools.

ACTION STEPS:

1. Continue to support funding for a therapeutic classroom at the elementary level for students with severe behavioral needs;
2. Sustain District Leadership Team as an oversight representative group for systems and practices of behavioral support;
3. Continue to ensure systems for effective and efficient behavioral data collection and use (i.e. procedures for on-going data-based monitoring, evaluation, and dissemination);
4. Continue implementation of Tier I behavioral support systems;
5. Design and Implement a Universal Systematic Screening Tool District-wide Pilot;
6. Provide technical assistance to build local capacity;
7. Strengthen effectiveness of behavioral data systems;
8. District-wide implementation of SEL curricula (Second Step);
9. Expand local capacity for implementation of Tier I and 2 SEL strategies.

School Committee's Goals and Actions Steps

③ Maintaining aligned financial and facilities resources

By June 2020, the school committee will work with the superintendent, school personnel and town officials, to develop an aligned, sustainable financial foundation that supports the needs of the district including current and future budget requirements and facility needs and will clearly communicate these with all stakeholders in the district as measured by budget documents, the completion of a 10 year capital improvement plan, and submission of new building projects to the Massachusetts School Building Authority (MSBA).

ACTION STEPS:

1. Finalize a 10 year capital improvement plan that addresses current and future facility needs including the prioritization of capital needs in our current facilities, as well as continuing to pursue new facility options to meet projected future needs within the confines of the town's financial realities;
2. Establish a uniform policy for the establishment, maintenance, monitoring, and accounting of athletic and activity accounts, student group accounts, and/or other accounts established to raise and maintain funds outside of the normal school budget and clearly delineate how these funds are expended;
3. Encourage input from stakeholders (parents, staff, administrators, etc.) regarding budget priorities at the building and district level.
4. Investigate the need for grade alignments to best make use of current facilities and/or in connection with enrollment projections and future building projects;
5. Investigate alternative building plans based upon feedback from the MSBA.

Superintendent's Goals and Action Steps

③ Aligned Financial and Facility Resources in Support of the Strategic Plan

By June 2020, the superintendent will develop an aligned sustainable financial foundation that supports the resource needs of the district, and ensures that students, families, and educators are supported and growing, as measured by budget prioritization for the 2018-20 school years, completion of a 10 year capital improvement plan, and submission of new building projects to the Massachusetts School Building Authority (MSBA).

ACTION STEPS:

1. Finalize a 10 year capital improvement plan that addresses current and future facility needs including the prioritization of capital needs in our current facilities, as well as continuing to pursue new facility options to meet projected future needs within the confines of the town's financial realities;
2. Continue to develop action plans to address the findings and recommendations of the existing facility conditions and physical assessments of each school building;
3. Continuously monitor areas of need to support elementary, middle and high school level educational programming;
4. Provide sustainable facilities and operations for educational programming conducive to both present and future student learning.

School Committee's Professional Practice Goals

Mission Statement

The following school committee goals for the 2018-19 school year are intended to improve the operations and communications among and between the members of the school committee and Chelmsford community.

① Communication Strategy

By June 2019, the school committee will meet to discuss ways to improve communication with all stakeholders as it pertains to achievements in the district, decisions made during school committee meetings, and responses to issues and concerns. Said strategy may include, but is not limited to, holding public forums on specific topics several times during the year, establishing a social media presence, and increasing the functionality of the district website.

② New Member Orientation and Mentoring

By June 2019, the school committee will develop an orientation program for new members to assist them in getting acclimated with the roles and responsibilities of serving on the Chelmsford School Committee. Components of this program may include an orientation packet including information about Open Meeting Laws, Robert's Rules of Order, Conflict of Interest Laws, member contact information, and district policies. Additionally, the assignment of a mentor from among the other members of the committee to assist new members with routines such as warrant signing, requesting agenda items, etc. may be explored.

③ Professional Development

By June 2019, members of the school committee will strive to participate in some form of professional development in support of their role on the Chelmsford School Committee. Examples may include attending the annual MASC convention, Day on the Hill, other MASC workshops, and participating in legislative advocacy of issues related to education. The committee will also investigate having the MASC come in and conduct in-house workshops related to issues affecting the committee and/or the district.

Perseverance • Respect • Integrity • Determination • Empathy

Superintendent's Professional Practice Goals

① **Comprehensive Communication Strategy**

By June 2019, the superintendent will meet with stakeholders to discuss ways to improve communication with parents as it pertains to general announcements, school and district achievements, and matters of informational importance. This includes a review of the communications practices and methods currently in place (i.e. Aspen X2, Blackboard ConnectEd, Facebook, Newsletters, Twitter, CPS website, etc.) to determine if they are appropriate and/or should be modified to improve and streamline communication with stakeholders.

② **Budget Planning and Presentation**

By June 2019, the superintendent will continue to refine financial reporting practices and procedures and develop a FY20 budget that serves as an informational document accurately reflecting the priorities of the district as outlined in the Strategic Plan. The recommended budget document will incorporate additional information on grant, revolving, and student activity funds. Further, efforts to include information from each schools' parent teacher organization will be sought to provide a comprehensive picture of the various funding sources that support our school programming.

③ **Building Improvement and Capital Improvement**

By June 2019, the superintendent will finalize a 10 year capital improvement plan based upon the findings and recommendations of the Dore & Whittier (D&W) comprehensive facilities assessment report of each school building. This includes alignment of the 10 year capital plan with the D&W report and Town capital plan, integration of school security (physical and camera) improvements, prioritization of identified projects, meeting with the MSBA to discuss a short- and long-term building strategy for the Chelmsford Public Schools, and recommendation for the submission of a Statement of Interest to the MSBA for a new school building project in the spring of 2019.

④ **Professional Development**

By June 2019, the superintendent will attend state and national conferences and meetings to maintain his knowledge/learning about the most current information with regard to school safety and security enhancements and emergency planning preparedness for our schools, and the integration of technology initiatives in elementary, middle and high schools, as we discuss and plan for a 1:1 computer device roll-out in our district.