



**School Committee &  
Superintendent Goals  
2019-2020**

## **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 and superintendent propose the following goals for the 2019-20 school year.

## **District Wide Goals**

The following school committee and superintendent goals for the 2019-20 school year are intended to support and reinforce the district wide goals outlined in the strategic plan.

### School Committee Goals and Actions Steps

### Superintendent Goals and Actions Steps

#### **Supporting Academic Achievement**

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.

#### **ACTION STEPS:**

1. Continue collaborative agreements with local colleges to increase academic pathways and career readiness programs for our high school students by establishing and building upon programs with local institutions;
2. Establish and foster further collaborations with local businesses to help create internships or enrichment opportunities for students;
3. Establish collaborations with local community, civic and/or governmental agencies to encourage students to be informed and active in their community;
4. Continue investigating and evaluating options to provide additional administrative or supervisory student support services at all levels of the district;
5. Monitor the development and funding sources for the one-on-one computer initiative in the district.

#### **Every Student Achieving Academically**

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.

#### **ACTION STEPS:**

1. Continue collaborative agreements with local colleges to increase academic pathways and career readiness programs for our high school students by evaluating potential agreements with local institutions;
2. Prepare students for achieving the Next Generation Science Standards - Complete the 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 readiness opportunities;
6. Monitor the development and funding sources for the one-to-one computer initiative in the district.



## School Committee Goals and Actions Steps

### **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 programing that may be implemented to promote the socio-emotional well-being 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. Evaluate the effectiveness of adding social workers to schools along with potential funding sources to maintain and/or increase their role;
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 identify and 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 of all backgrounds with social-emotional needs;
5. Increase awareness of diversity in our schools to cultivate an environment of acceptance in support of each other's diversity and active participation in our school community.
6. Increase public awareness of the district's PRIDE program;
7. 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 Goals and Actions Steps

### **Every Student Supported in a Positive, Pro-Social 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 1 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 1 and 2 SEL strategies.



## School Committee Goals and Actions Steps

### **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. Review the facilities report from Dore and Whittier to assess progress in addressing the recommendations and to guide future 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 or building level realignments 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 Goals and Actions Steps

### **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 Professional Practice Goals 2019-20

The following school committee professional practice goals for the 2019-20 school year are intended to improve communication and functioning among and between the members of the school committee and Chelmsford community.

### **Communication Strategy**

By June 2020, 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.

### **Committee Involvement in Strategic Plan Development**

By February 2020, the school committee will participate in discussions, focus groups, public forums, workshops, etc. with all stakeholders to help to develop a district wide strategic plan to help guide the work of the committee, administration, faculty and staff for the 2020-21 academic year and beyond. Successful completion of this goal will be evidenced by the finalization and approval of this Strategic Plan in time to incorporate recommendations in the FY21 budget.

### **Committee Engagement with State Level Organizations**

By June 2020, the school committee will endeavor to become more engaged with lobbying efforts at the local and state level, including but not limited to, discussions with MSBA related to school building projects in district and programs to provide funding to increase building security infrastructure, working with state representatives and the MASC to develop additional sources of revenue for the district, such as increasing reimbursements for school choice students and the inclusion of transportation costs in the determination of circuit breaker funding as evidenced by the inclusion of these initiatives in future MSBA projects, MASC platforms and/or state legislative efforts.



## Superintendent Professional Practice Goals 2019-20

The following superintendent professional practice goals for the 2019-20 school year are intended to improve communication and functioning among and between the superintendent, members of the school committee, and Chelmsford community.

### **Comprehensive Communication Strategy**

By June 2020, the superintendent will meet with stakeholders to discuss ways to improve communication with all district partners as it pertains to general announcements, school and district achievements, and matters of informational importance. This includes a review of the communication 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.

### **Strategic Plan Development – 3 to 5 Year Plan: Chelmsford 2025**

By February 2020, the superintendent will lead a community and districtwide review of the Chelmsford Public Schools, including its current offerings, analysis of performance, identification of strengths and areas for growth to identify priorities to inform a new multi-year strategic plan for the district to guide our collective work in the 2020-21 school year and beyond. This will include community, parent, student and staff surveys, focus groups, and public forums to gather information about our current practices and to engage in deliberate and thoughtful dialogue about desired outcomes for our students as they progress through the Chelmsford Public Schools.

### **Budget Planning and Presentation**

By June 2020, the superintendent will continue to refine financial reporting practices and procedures and develop a FY21 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.

### **Professional Development**

By June 2020, the superintendent will attend state and national conferences and meetings to maintain his knowledge/learning with regard to the most educationally appropriate practices involving 1) school safety, security and emergency planning preparedness for our schools, 2) the integration of technology initiatives in elementary, middle and high schools, as we launch our 1:1 Chromebook initiative and focus on the meaningful integration of technology in our curriculum and learning practices, and 3) district administration and leadership.

