

Chelmsford School Committee and Superintendent Goals 2020-21

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 2020-21 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

Supporting Academic Programs

During the 2020-21 school year the school committee will support the district plans to provide educational programming to students in whatever learning model is deemed safest and most appropriate given available health metrics and guidance from state and local agencies as measured by successful implementation of the different learning models, schedules, safety protocols, and academic pacing guides and assessments.

ACTION STEPS:

1. Communicate with stakeholders including faculty, administration, parents, and students to determine what elements of the current learning schedules and models are working and what elements may need to be adjusted.
2. Work with local and state health and education agencies to monitor and evaluate up-to-date health metrics in making decisions about whether to modify learning models or transition to other learning models.
3. Monitor the technology needs of staff and district families to make sure everyone has the devices and programs they need to successfully deliver and receive curriculum in the different learning models and advocate for additional resources when deemed necessary.
4. Evaluate reports of academic progress generated from district wide testing instruments to determine the effects of past and present changes to academic programs necessitated by the ongoing COVID pandemic and advocate for additional supports if needed.

Superintendent Goals and Action Steps

Every Student Achieving Academically

By June 2021, the superintendent will execute the Chelmsford Public Schools' Reopening Plan that incorporates the statewide safety requirements outlined by the Massachusetts Department of Elementary and Secondary Education (DESE) and that addresses the academic needs of all students that provides multiple access points to learning, to ensure that every student, regardless of learning plan, achieves to their full potential, as measured by the current learning model, schedules, safety protocols, and academic pacing guides and assessments.

ACTION STEPS:

1. Monitor state and local health data to determine the appropriate learning model for the Chelmsford Public Schools at all levels (elementary, middle and high school).
2. Review current schedules and learning models with school administrators and make adjustments as needed and allowed.
3. Follow and adjust safety protocols as needed and purchase the necessary PPE to ensure a safe environment for all.
4. Review and adjust academic programming based on internal benchmarks and diagnostics to meet students' needs.
5. Assess school and student technology needs and provide professional development to support systems.



School Committee's Goals and Actions Steps

Maintaining a positive, inclusive, pro-social learning environment

During the 2020-21 school year the school committee in collaboration with the superintendent, assistant superintendent, director of student support services and other stakeholders, will monitor current programming and investigate new programming that promotes the socio-emotional well-being and mental health of all students and staff and assists in cultivating positive, inclusive, safe learning environment for all as measured by the services established to support students, staff and families in their learning models by our school mental health providers and implementation of tiered systems and practices established by the school based MTSS teams.

ACTION STEPS:

1. Evaluate the effectiveness of current social emotional programming in the different learning models and investigate additional programs and resources to support students and staff social emotional well-being.
2. Monitor the progress of students in specialized educational programs such as special education and ELL to make sure their needs are being addressed in all the learning models and advocate for additional supports when deemed necessary.
3. Promote educational programming for students, staff and parents to increase awareness of the issues of equity, diversity and inclusivity of all groups.
4. Work with the superintendent, business manager, transportation director and director of food services to maximize the availability of transportation and nutrition services to students so that they are not limited in their ability to participate in whatever education model fits their personal situation.

Superintendent Goals and Action Steps

Every Student Supported in a Positive, Prosocial Learning Environment

By June 2021, the superintendent will establish a system of support 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 services established to support families in their learning models by our school mental health providers and implementation of tiered systems and practices established by the school-based MTSS teams.

ACTION STEPS:

1. School-based mental health providers (Clinical Psychologist, School Counselors, and Social Workers) will continue with direct, indirect, and administrative services for students.
2. Direct services will be provided to individuals, in small-groups, and in classrooms.
3. Psychological testing, family support, and crisis intervention will continue and incorporate the needs based on student learning model.
4. School counselors will consult with teachers/teaching teams, administrators, and community-based providers around student and family mental health needs.
5. MTSS teams will establish protocols and provide professional development on best practices to support students in their learning models.
6. A "high needs" team will be established to support students and families in crisis and to support those students not engaging in school.
7. Continue to support families through our school nutrition program.



School Committee's Goals and Actions Steps

Maintaining aligned financial and facilities resources

During the 2020-21 school year the school committee will work with the superintendent, school personnel and town officials, to monitor current year finances and develop an aligned, sustainable financial foundation for the following fiscal year(s) given the unique needs and financial constraints arising from the COVID pandemic that includes providing for all necessary staffing, safety, technology and facility needs of the district as measured by the successful implementation of the FY 21 budget and the completed FY22 school budget.

ACTION STEPS:

1. Work with the superintendent and business manager to monitor the current year budget and make necessary changes as needed to deal with any extraordinary costs and expenses brought about due to the ongoing health situation.
2. Work with the superintendent, and business manager to develop a budget for the 2021-22 school year given potential reductions in revenue at the national, state and local level.
3. Work with the superintendent, business manager and director of facilities to assure that all necessary safety and cleaning equipment and supplies are available to faculty, staff and students to maximize facilities and personal hygiene.
4. Work with the superintendent, director of facilities and appropriate town personnel to make sure all building heating, ventilation and air purity are maintained to maximize facility and personal comfort and hygiene.

Superintendent Goals and Action Steps

Aligned Financial and Facility Resources in Support of the Schools

By June 2021, the superintendent will develop an aligned sustainable financial foundation that is adequately funded and addresses the future needs of the district and is not impacted by changes from the COVID-19 pandemic that supports the resource needs of the district, and ensures that students, families, and educators are supported, as measured by the completed FY22 school budget.

ACTION STEPS:

1. Assess all financial lines of the budget impacted by the COVID-19 pandemic (both favorable and unfavorable) to determine needs for a full return to school in the 2021-2022 school year.
2. Provide sustainable facilities and operations for educational programming conducive to both present and future student learning.
3. Identify future needs to address COVID-19 related materials and plan for the financial impact.
4. Review and amend the 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.



School Committee's Professional Practice Goals

Mission Statement

The following school committee goals for the 2020-21 school year are intended to improve the operations and communications among and between the members of the school committee and Chelmsford community.

Communication Strategy

During the 2020-21 school year the school committee will continue to discuss ways to improve communication with all stakeholders. Said strategy may include, but is not limited to, increasing the functionality of the district website, continuing to solicit public input on school related topics through public forums, workshops or surveys, establishing a social media presence, and developing protocols and procedures for responding to e-mails from the public. The committee will also look for ways to streamline and improve communications during school committee meetings.

Committee Involvement in Strategic Plan Development

During the 2020-21 school year the school committee will continue to work 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 2021-22 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 its recommendations in the 2021-22 budget.

Committee Engagement with State Level Organizations

During the 2020-21 school year the school committee will continue to engage with local and state leaders and MASC to advocate for social and educational issues that are important to the students and citizens of Chelmsford. The committee will endeavor to meet with MSBA and state leaders to advocate for needed building projects in the district and programs to provide funding to increase building security infrastructure. The committee will continue to investigate and advocate for programs to bring additional sources of revenues for the district such as increasing reimbursements for school choice students and the inclusion of transportation costs in the determination of circuit breaker funding.



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Superintendent's Professional Practice Goals

Mission Statement

The following superintendent professional practice goals for the 2020-21 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 2021, the superintendent will meet with stakeholders to discuss ways to improve communication with all district stakeholders 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.

Budget Planning and Presentation

By June 2021, the superintendent will continue to refine financial reporting practices and procedures and develop a FY22 budget that serves as an informational document accurately reflecting the priorities of the district given the realities of the COVID-19 pandemic. 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.

Committee Engagement with State Level Organizations

By June 2021, 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.



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