

Superintendent Goals 2021-22

Mission Statement

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 2021-2022 school year.

District Wide Goals

The following goals for the 2021-2022 school year are intended to support and reinforce the districtwide goals outlined in the strategic plan.

Superintendent Goals and Action Steps Midyear Progress Toward Goals

Every Student Achieving Academically

By June 2022, the superintendent will execute the reopening of in-person learning for the Chelmsford Public Schools that incorporates reestablishing school schedules for academics and extra curricula activities that are in alignment with statewide safety requirements outlined by the Massachusetts Department of Elementary and Secondary Education (DESE) and Massachusetts Department of Public Health (MADPH) to allow for the academic acceleration of all students that addresses learning loss from the onset of the pandemic to now, as measured by the our internal academic benchmarks, additional programming to support students' identified academic needs, the monitoring of safety protocols in place for schools to mitigate the spread of COVID-19, and data from pool testing and confirmed cases of COVID-19 in the schools.

ACTION STEPS:

1. Review current schedules and learning models with school administrators and make necessary adjustments to meet students' needs.
 - Adjustments made to all school schedules to return all students to in-person learning for the 2021-2022 school year. (August - October)
 - Continuation of mask breaks in the schedule until the end of mask mandate. (September - February)
 - SEL lessons added to all schedules Elem-High School. (September - present)
 - Review of schedules to make necessary changes after the first term of year. (September - present)

2. Review and report on academic programming based on internal benchmarks and diagnostics and make necessary adjustments to meet students' needs.
 - Data meetings for all benchmarks and comparison to prior years to assess learning loss. (As designated by assessment calendars). 10/19 SC Presentation
 - Scheduled meetings for principals and district leaders with iReady data specialist to review individual school and district results. (8/16, 10/13, 10/14, 1/20, 1/26, 1/27, 2/10)
 - Review of Spring 2021 MCAS and Comparison to pre-COVID years. Faculty and department meetings. (October - November)
 - Pilot of iReady in Grs. 9-11 in ELA and math. (Fall and Spring)
 - Review of enrollment and attendance reports to identify specific students and populations to create intervention plans to increase school attendance. (At End of Terms 1 and 2).

- Hiring of additional interventionists and tutors to target specific schools and grade levels. (Fall - Winter)
 - Expansion of interventionists at the middle school level. (Math and Reading at each MS)
 - Build out of data dashboards on *Google Analytics Platform* to identify student needs and to make comparisons against benchmarks and grades.
 - Monthly meetings with data expert for Google Analytics Data Dashboard build out. (7/22, 8/24, 9/14, 10/5, 12/7, 2/15, 3/29)
3. Continue with the curriculum adoption implementation of a new literacy program K-8.
- Implementation of Foundations in Gr. 3. (Fall - Spring)
 - Implementation of Fountas and Pinnell Classroom in Grs. 5 & 6. (Fall - Spring)
 - Continuation of professional development in Foundations for Gr. 3. (with Wilson Reading – 9/30, 10/28, 1/20, 2/17, 3/31) and Fountas and Pinnell Classroom K-6 (Lesley University – 10/19, 11/18, 1/11, 4/5) Benchmark Assessment System Training (9/27)
4. Continue to assess the technology needs of the district to support in-person learning access and delivery of curriculum.
- Weekly professional development through TIS on Google Suite products i.e. training and development on curriculum support tools such as iReady, IXL, PAPER, Screencastify, ClassKick, and other tool apps and extensions that support teaching and learning.
 - Continued training of classroom technologies including Cleartouch interactive displays, document cameras, and chromebooks.
5. Provide additional academic supports outside of the traditional school day through on-line tutoring programs.
- Implementation of PAPER online/24-hour tutoring product. (10/19, 12/21 SC Presentation)
 - Monthly committee meetings with PAPER specialist team to assist with implementation. (8/19, 9/14, 10/4, 10/6, 11/17, 12/15, 2/2, 3/25)
6. Monitor and report to the school community, state and local health data of COVID-19 in the Chelmsford Public Schools for all levels (elementary, middle and high school) and make necessary adjustments for continued mitigation.
- Continuation of COVID Dashboard
 - Creation of Pool Testing Dashboard
 - Continued monitoring of State and DESE correspondences and changes
 - Regular meetings with Chelmsford Board of Health and School Nursing Coordinator
 - School Committee public meeting updates (September - present)



Superintendent Goals and Action Steps Midyear Progress Toward Goals

Every Student Supported in a Positive, Prosocial Learning Environment

By June 2022, the superintendent will establish a system of supports that ensures students' social and emotional learning needs are addressed, and examines issues surrounding diversity, equity, and inclusion (DEI) so all school community members feel welcomed, respected, and safe, as measured by providing professional development for school staff in the area of (DEI), the administration and review of school culture surveys, and continued implementation of tiered systems and practices established by the school-based MTSS teams.

ACTION STEPS:

1. Provide professional development in DEI for staff as designated by the professional development calendar.
 - School Committee Updates: 10/17, 1/4
 - School Committee: October 26th, November 23rd and December 14th
 - All Staff:
 - Elementary and Middle Schools: September 22nd, November 2nd and February 9th
 - High School: October 19th, November 2nd March 3rd
2. Engage administrative staff in a year-long graduate level course on DEI.
 - Graduate Level Course IDEAS I – *Anti-Racist School Practices to Support the Success of All Students*. (Monthly 3-hour sessions October – May)
3. Identify and support a sub-group to train (train-the-trainer model) in DEI work to establish a foundation for continued in-house professional development in DEI.
 - Groups to be identified spring, 2022.
4. Utilize Tier I, II, III MTSS teams to provide necessary recommendations and procedures at the school level to address the reengagement of students to in-person learning and support students and families in crisis.
 - Monthly meetings for MTSS committee members to address student population and professional development for school staff. (Meeting dates as set by building principals and designated building PD days. (Elem, MS, HS - 9/22, 10/19, 11/22, 12/1, 1/11, 2/9, 3/3, 4/5)
5. Continue to support family's nutritional needs through our school nutrition program.
 - All CPS students are provided free breakfast and lunch through the School Nutrition Department.



Superintendent Goals and Action Steps Midyear Progress Toward Goals

Aligned Financial and Facility Resources in Support of the Schools

By June 2022, the superintendent will develop an aligned sustainable financial foundation that is adequately funded and addresses the future needs of the district's goals to incorporate impacts and changes stemming 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 FY23 school budget.

ACTION STEPS:

1. Assess all financial lines of the budget impacted by the COVID-19 pandemic Assess all financial lines of the budget impacted by COVID-19 and address the needs for a continued return to in-person learning for students.
 - Provided quarterly budget reports. 10/19, 1/18
 - Created budget calendar. 12/7
 - Meet to discuss budget impacts at Tri-Board Meeting. 12/13
 - ARPA Funds discussion. 1/18
 - Budget meetings. 2/8, 3/1
2. Review and allocate awarded ESSER grant funds to provide for the educational needs of students as allowed by grant parameters.
 - Provided grant use for ESSER fund. 10/19, 1/18
3. Engage in the facilities review process with Dore and Whittier Architects to provide sustainable facilities and operations for educational programming conducive to present and future student learning needs.
 - Contracted with Dore and Whittier. 8/24
 - Dore and Whittier presentations. 9/21, 11/16, 12/21, 1/4, 2/1
 - Held two public visioning sessions. 10/7, 11/9
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.
 - Scheduled capital plan meetings. 11/2, 11/16, 12/21
5. Initiate a strategic planning process to establish a multi-year plan that addresses the academic, social-emotional, and facilities needs of the district.
 - Review of strategic planning process. 11/16
 - District Management Group Presentation 1/4
 - Scheduled and conducted stakeholder input meetings. (End of January and February)
 - Held three public input sessions both virtual and in-person. 3/9



Superintendent's Professional Practice Goals Midyear Progress Toward 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 2022, 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.

- Continued distribution of weekly newsletter updates about COVID and happenings of the district i.e. SMORE. (August - Present)
- Continued transition to a new website and updates as needed. (Summer - Present)
- Individual schools and departments updated sites. (Fall - Winter)
- Survey to stakeholders on communication needs through strategic planning. 3/10

Budget Planning and Presentation

By June 2022, the superintendent will continue to refine financial reporting practices and procedures and develop a FY23 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.

- Prepared recommended budget to support 2022-2023. 2/8, 3/1
- Provided public hearing on FY2023 budget. 3/1
- Class size committee created for middle school. 3/14

Engagement with State Level Organizations

By June 2022, 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.

- Past President and Advisor - Merrimack Valley Superintendents Association. 2021/22
- Nominated to the Massachusetts Association of School Superintendents Executive Board. 2021/22
- MASS Summer Institute. July 2021
- MASC/MASS Executive Institute November. 2021
- AASA National Superintendent Conference. February 2022

