

## Chelmsford School Committee and Superintendent Goals 2021-2022

### 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.

#### School Committee's Goals and Actions Steps

##### Supporting Academic Programs

During the 2021-2022 school year, the school committee will support the district plans to provide educational programming in such a way as to re-establish traditional school, classroom climates, and norms, while providing the safest and most appropriate learning environment given available health metrics and guidance from state and local agencies. This goal will be measured by successful implementation of traditional scheduling, classroom and school configurations, academic pacing guides and assessments to monitor student progress and remediate deficiencies due to learning loss in previous years, as well as established safety guidelines and protocols that maintain a learning environment in which the health and safety of students and staff are prioritized.

##### **ACTION STEPS:**

1. Communicate with stakeholders including faculty, administration, parents, and student's elements of the learning schedules, classroom and school procedures and safety protocols being implemented to minimize disruption to traditional school climates while maintaining a safe learning environment.
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. 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-19 pandemic and allocate funding for the implementation of additional supports when deemed necessary.

#### Superintendent's Goals and Action Steps

##### 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.
2. Review and report on academic programming based on internal benchmarks and diagnostics and make necessary adjustments to meet students' needs.
3. Continue with the curriculum adoption implementation of a new literacy program K-8.
4. Continue to assess the technology needs of the district to support in-person learning access and delivery of curriculum.
5. Provide additional academic supports outside of the traditional school day through on-line tutoring programs.
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.



## School Committee's Goals and Actions Steps

### **Maintaining a positive, inclusive, pro-social learning environment**

During the 2021-2022 school year, the school committee in collaboration with the superintendent, assistant superintendent, director of student support services, and other stakeholders, will monitor programming that promotes the social emotional well-being and mental health of all students and staff that assist in cultivating positive, inclusive, safe learning environments for all. This goal will be measured through reports to the committee on established SEL programming, guidance and counseling services, special education, and ELL programming and service updates, and programs offered to promote equitable and inclusive environments within the Chelmsford Public Schools.

#### **ACTION STEPS:**

1. Receive updates on current social emotional programming, along with guidance and counseling services, to evaluate recommended changes or additional supports for students and staff throughout the school year.
2. Monitor the progress of students in specialized educational programs, such as special education and ELL, to be sure that allocated resources are available and utilized that specifically address these subgroups when deemed necessary.
3. Inform and engage the school and broader community regarding the vision of the school district in the areas of diversity, equity, and inclusivity of all groups by reviewing policies and allocating resources for educational programming and professional development for students, staff, and parents to increase awareness of these issues.

## Superintendent's Goals and Action Steps

### **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.
2. Engage administrative staff in a year-long graduate level course on DEI.
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.
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.
5. Continue to support family's nutritional needs through our school nutrition program.



## School Committee's Goals and Actions Steps

### Maintaining aligned financial and facilities resources

During the 2021-22 school year, 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 operating budget requirements, and current and future facility needs, and will clearly communicate these with all stakeholders in the district. This goal will be measured by financial reports, budget documents, capital plans, and reports from consultants on facility needs within the district.

#### **ACTION STEPS:**

1. Work with the superintendent and business administrator to monitor the current year budget, including all grants from federal, state, and local agencies related to the COVID-19 pandemic, and make necessary adjustments as needed, and to develop a budget for the 2022-23 school year considering current and future financial needs within the district.
2. Collaborate with and review reports from Dore and Whittier Architects to assess progress in addressing previous capital plan recommendations, analyze enrollment projections and possible grade level realignments, 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.
3. Work with the superintendent, director of personnel, legal counsel, and labor unions on new labor agreements that align with the needs and desires of both the staff and the district.

## Superintendent's Goals and Action Steps

### 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.
2. Review and allocate awarded ESSER grant funds to provide for the educational needs of students as allowed by grant parameters.
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.
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.
5. Initiate a strategic planning process to establish a multi-year plan that addresses the academic, social-emotional, and facilities needs of the district.



## School Committee's Professional Practice Goals

### **Mission Statement**

The following school committee goals for the 2021-2022 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 2021-2022 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 monitoring the district website to make sure it provides the most up-to-date information and resources for parents, students, and staff, continuing to solicit public input on school related topics through the public input portion of school committee agendas, public forums, workshops, or surveys, and improving protocols and procedures for responding to information and/or questions from the public.

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

During the 2021-2022 school year, the school committee will continue to work with all stakeholders to help to develop a district wide strategic plan to guide the work of the committee, administration, faculty, and staff for the 2022-2023 academic year and beyond. The committee will consider the merits of soliciting an outside contractor to help direct and guide this process and, if deemed appropriate, contract with such an organization. Successful completion of this goal will be evidenced by the finalization and approval of a multi-year strategic plan aligned to the approved district budget.

#### **Establishment of an advisory committee to examine and report on school climate**

During the 2021-2022 school year, the school committee will discuss the merits of establishing an advisory committee to gather and review information and data on the diversity, equity, and inclusivity (DEI) practices within the district and make recommendations for positive changes to adopt. If the committee decides that such an advisory committee may be beneficial to the continued success of the district, it will agree-upon the goals of such committee work, the scope of the work, the timeline of the work, the makeup of the committee, and how the committee may gather information and data about school climate pertaining to DEI within the schools. Should the committee decide to create such an advisory committee, successful completion of this goal would be evidenced by the establishment of such a committee to begin work during the 2022-2023 school year.



## Superintendent's Professional Practice Goals

### **Mission Statement**

The following superintendent professional practice goals for the 2021-2022 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.

#### **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.

#### **Professional Development and 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.

