

## Superintendent Goals 2022-23

### 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 proposes the following goals for the 2022-2023 school year.

### District Wide Goals

The following goals for the 2022-2023 school year are intended to bridge the work of the schools while finalizing the strategic plan.

## Superintendent Goals and Action Steps

### Academic Achievement

By June 2023, the superintendent will complete the strategic planning process on academics with year one goals that focus on closing the mathematical achievement gap in the elementary and middle grades in order to build a strong foundation for academic success in high school and beyond. This goal will be measured by the percentage of students making adequate annual growth on MCAS, the percent of 3<sup>rd</sup> grade students meeting standards in reading based on i-Ready data, percentage of 3<sup>rd</sup>-graders meeting standards in math based on i-Ready data, and the percentage of 8<sup>th</sup>-graders meeting standards in math based on i-Ready data.

#### **ACTION STEPS:**

1. Complete the professional development in grades K-8 for the new reading and phonics program adoptions.
  - Completed second year of professional development with Lesley University consultants - 10/18/22, 11/8/22, 1/10/23, 3/2/23
  - Completed Foundations professional development with Wilson Learning consultants – 10/20/22, 10/24/22, 10/25/22, 10/26/22, 3/6/2023, 3/7/2023, 3/8/2023, 3/9/2023
2. Implement and pilot a new math curriculum in grades K-12.
  - Selected programs for elementary, middle and HS – Pilots complete.
  - Materials ordered and at schools.
  - Professional development is scheduled for the summer and 2023/24 school year.
3. Analyze the implementation of Math/ELA benchmark assessments in grades K-9 and identify areas for improvement.
  - Implemented diagnostic benchmark in fall, winter and spring with 98% participation rate.
  - Monitored use of weekly personalized instruction and created a monthly instructional use meeting plan with principals to review usage and data meeting schedule for the 2023/24 school year.
  - Distributed parent guardian reports 6/14/2023
  - *Professional development on standards master – TBD summer date*

4. Implement district data dashboards (Panorama) to improve data-based decision making.
  - Completed data integration with dashboard company 12/1/2022
  - Provided professional development to staff – week of 4/5/2023 staff meetings
  - Utilization of dashboards at each building for SST meeting – 1/3/2023 - present
5. Review and adjust school schedules to maximize student learning time.
  - Middle school realignment process complete
  - Attended DMGroup scheduling institute – 1/31/2023, 2/21/2023, 3/21/2023
  - Draft schedules complete and shared with staff. Adjustments are being made – 5/22/2023

### Equity

By June 2023, the superintendent completes the special education review process and focus on providing equitable opportunities for each and every student to close achievement gaps between marginalized student population and their peers. This goal will be measured by identifying the achievement gap between general education and students with IEPs and between general education students who are economically disadvantaged.

#### **ACTION STEPS:**

1. Analyze the implementation of ELA/Math iReady.
  - Identified strengths and gaps in use of iReady with special education teachers – Spring 2023
  - Identified trainers to provide professional development on usage – Spring 2023.
  - Develop a professional development plan on how iReady will be used by special education staff – Summer 2023
2. Conduct the district Special Education Opportunity Review process.
  - Conducted interviews with school leaders to identify current practices – Winter 22/23
  - Conducted interviews with CPS special educators to identify current practices – Winter 22/23.
  - Gathered instructional time usage for all special education programming district- wide – Winter 22/23
  - Identify and next steps and 2023/24 goals – Summer, 2023
3. Publish the findings from the Special Education Opportunity Review.
  - School Committee presentation – 5/2/2023

### Social-Emotional Learning

By June 2023, the superintendent will focus on ensuring that students have strong relationships with staff and their peers, so students feel welcomed, included and safe at school. This goal will be measured by the percent of students who report, through surveys a feeling a sense of belonging in school, Having positive relationships with peers, and having positive relationships with staff in grades K-12

#### **ACTION STEPS:**

1. Implement a new SEL data collection and analysis tool to plan for data-based decision making.
  - Administered baseline SEL survey in grs. 3-12 – December 2022
  - Completed analysis of SEL survey baseline data – January 2023

- Trained administration in use of district dashboard to access data – December 2022
  - Shared data with staff – April 2023
  - Developed a communication plan for families about SEL data – April 2023
  - Administered Spring SEL Survey – April 2023
  - Analyzed Spring data to develop 2023/24 goals – June 2023
2. Implementation of DEI practices and protocols.
- Created a DEI District Leadership Team – September 2022
  - Created a monthly meeting schedule for team, September 2022
  - Developed 4 priority sub committees for DEI – PD, Procedures and Polices, Curriculum and Classrooms, Stakeholders – November 2022
  - Communicated priority areas and action steps to district leadership team – February 2023; updates on 2/28/2023, 3/21/2023, 4/25/2023, 5/23/2023, 6/13/2023
  - Participated in Racial, Equity, Diversity, and Inclusion (REDI) Training – 10/4/2022, 10/17/2022, 12/1/2022, 12/14/2022, 1/4/2023, 2/1/2023, 3/1/2023, 4/27/2023
  - Added a SEI webpage to the district website – April 2023

### Human Capital

By June 2023, the superintendent will focus on attracting and developing a highly effective teaching staff equipped to meet the diverse needs of our Students' population. This goal will be measured by the increase of adults from diverse backgrounds through college partnerships, the percent of instructional staff who receive professional development and training to prepare for diverse student populations, and percent of staff who report feeling equipped to provide culturally responsive instruction.

#### **ACTION STEPS:**

1. Conduct newly developed staff surveys and analyze the results.
  - Identified objectives and content for staff survey – March 2023
  - Created survey for 2023/24 administration – June 2023
  - Survey administration – 4/4/2023
2. Identify teacher collaboration programs that will diversify the staff applicant pool.
  - Gain understanding of current demographics of CPS staff – December 2022
  - Gather current collaboration programs – December 2022
  - Contact collaboration programs to identify ways to provide staffing diversity – June 2023
  - Connect with current college student teaching programs for diversified applicants – Summer 2023

## Facilities and Operations

By June 2023, the superintendent will enhance the educational facilities to provide students with safe and modern schools that support innovative student learning. This goal will be measured by the annual review of short-term capital plans delivery and budget use; maintenance work orders submitted and completed, APA standards of cleaning for buildings, and school schedules that maximized instructional time.

### **ACTION STEPS:**

1. Obtain a baseline of current building cleanliness.
  - Contracted with APPA vendor – February 2023
  - Established a baseline assessment of school buildings to APPA standards with custodial staff – February 2023
  - Investigated a reporting mechanism for building-based staff to report cleanliness to custodians – February 2023
  - Educated staff on building cleanliness expectations and APPA standards – March 2023
  - Educated staff on reporting procedure – March 2023
  - Developed periodic review process for incidents reported at the building and district level – May 2023
2. Implement efficient process for work order opening, assignment, priority level, and closure time for school buildings.
  - Met with Town Facilities Manager to discuss metrics/purpose – February 2023
  - Meetings with various trades – February 2023
3. Prioritize project completion for safety updates, upgrades, and enhancements.
  - Developed a prioritized 10-year capital plan for school facilities – Fall 2022
  - Scheduled capital projects funded by Town Meeting – Spring 2023

### Engagement with State Level Organizations

By June 2023, 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 for 2022/23
- Nominated to the Massachusetts Association of School Superintendents Executive Board for 2022/23
- MASS Summer Institute – July 2022
- National School Safety Conference – July 2022
- New England Association of School Superintendents Conference – September 2022
- MASC/MASS Executive Institute – November 2022
- AASA National Superintendent Conference – February 2023
- National Student Safety and Security Conference – April 2023

