

# CHELMSFORD PUBLIC SCHOOLS

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Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee  
From: Jay Lang, Ed.D., Superintendent of Schools  
Date: November 10, 2016  
Re: Superintendent's Proposed 2016/17 Goals

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Attached please find a copy of the memorandum I provided at the last regular meeting of the school committee on November 1, 2016 pertaining to my proposed goals for the 2016/17 school year. Based upon the feedback from the last meeting when I proposed the goals for the year, I have incorporated them into the Massachusetts Department of Elementary and Secondary Education (DESE) rubric for educator evaluation of superintendent's. Further, I have referenced the professional practice, student learning and district improvement goals in the attached rubric.

Once approved, I will begin to collect evidence of progress and will communicate possible mid-cycle adjustments with the committee members throughout the year. I will also work with central office and school administrators to provide periodic updates on the progress toward achieving these goals throughout the year.

I look forward to a follow-up conversation tomorrow evening pertaining to these proposed focus areas for my work during the 2016/17 school year.

# Superintendent's Performance Goals

Goals should be SMART and include at least one goal for each category: professional practice, student learning, and district improvement.  
Check one box for each goal.

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
<b>Professional Practice</b>						
1	<p>Assist the school committee in preparing a rationale and recommendation for Town Meeting consideration to address the immediate space needs in the elementary schools while providing the necessary space to implement full day kindergarten.</p> <p>To allow for the implementation of full-day kindergarten in the fall of 2017, facilitate the planning for the transition from half-day to full-day kindergarten, including procuring the required classroom space, program development/refinement, selection of classroom and curricula materials, and advertising/communicating the program change(s) within the community.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Student Learning</b>						

2	<p>The development of a three to five year strategic plan for the Chelmsford Public Schools to guide the work of the district in its next phase of development and growth.</p> <p>The current strategic plan initiated in 2012 is in the last year of implementation, and so it's necessary to review the plan to determine its effectiveness and the level of cohesiveness between the outlined mission, its vision, and the theory of action and the strategic objectives and initiatives identified in the plan. The new strategic plan will be focused on meeting student's academic, social and emotional learning in the years to come.</p> <p>Periodic reports of progress toward refining the district's mission, vision, initiatives and desired outcomes will be presented to the school committee throughout the year. Staff and parent input will be sought to inform the planning either through surveys or in-person focus groups.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>District Improvement</b>						
3	<p>Complete the master plan work initiated through the Comprehensive Facilities Assessment to identify school building repair projects, both required and desired, in the coming years.</p> <p>Working with representatives of Dore &amp; Whittier, sequence the ten-year capital plan identifying and prioritizing immediate as well as short- and long-term priorities, with baseline cost estimates and new building construction estimates.</p> <p>Refine the final five master plan options with community input to determine and select a priority project to submit to the Massachusetts School Building Authority (MSBA) for future funding consideration through the Statement of Interest (SOI) process in the spring of 2017.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p style="text-align: center;">4</p>	<p>Review, revise and/or update the Chelmsford Public Schools Incident Management and Crisis Communication Plans.</p> <p>The review will include updating staff responsibilities, internal and external communication, response protocols (i.e. evacuation, lockdown, hold-in-place), and coordination procedures with appropriate local law enforcement agencies and emergency first responders.</p> <p>Develop opportunity for staff and parent input in the review process as well as education of all stakeholders on the new/revised plans once approved by the school committee.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee  
From: Jay Lang, Ed.D., Superintendent of Schools  
Date: October 31, 2016  
Re: Superintendent's Proposed 2016/17 Goals

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In reviewing the Chelmsford Public Schools Year-in-Review document as well as my initial entry plan for the 2015/16 school year, as previously reported a significant number of accomplishments were achieved last year. Much of my work last year focused on developing an understanding of the Chelmsford Public Schools by listening and learning about the district, its strengths, and its challenges. I met with a number of community members, parents and staff to understand what they want and need from the district. I also reviewed and analyzed a significant number of relevant documents to provide data to assess the current state of the district. A significant amount of my time during the 2015/16 school year was attending to the financial and operational issues that the district was navigating. We ended the 2015/16 school year in sound financial shape, improving processes and procedures along the way.

While the work of operationalizing a number of the changes to practice implemented during the 2015/16 school year will continue to demand time to ensure they are carried out with fidelity, I am shifting my focus for the 2016/17 school year to formulate a plan of action for the district based on the findings from last year. The plan will help the district move forward with a shared vision for student learning in the Chelmsford Public Schools. A focus of our work will continue to be to think and act strategically to concentrate our efforts on high-yield initiatives focused on teaching, learning, and building capacity among staff to improve each student's academic performance and social emotional well-being.

To that end, I have identified four focus areas for my work during the 2016/17 school year. The focus areas are as follows:

- 1) The development of a three to five year strategic plan for the Chelmsford Public Schools to guide the work of the district in its next phase of development and growth. The current strategic plan initiated in 2012 is in the last year of implementation, and so it's necessary to review the plan to determine its effectiveness and the level of cohesiveness between the outlined mission, its

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- vision, and the theory of action and the strategic objectives and initiatives identified in the plan. The new strategic plan will be focused on meeting student's academic, social and emotional learning in the years to come. Periodic reports of progress toward refining the district's mission, vision, initiatives and desired outcomes will be presented to the school committee throughout the year. Staff and parent input will be sought to inform the planning either through surveys or in-person focus groups.
- 2) Assist the school committee in preparing a rationale and recommendation for Town Meeting consideration to address the immediate space needs in the elementary schools while providing the necessary space to implement full day kindergarten. Pending funding appropriation, facilitate the planning for the transition from half-day to full-day kindergarten, including procuring the required classroom space, program development/refinement, selection of classroom and curricula materials, and advertising/communicating the program change(s) within the community.
  - 3) Complete the master plan work initiated through the Comprehensive Facilities Assessment to identify school building repair projects, both required and desired, in the coming years. Working with representatives of Dore & Whittier, sequence the ten-year capital plan identifying and prioritizing immediate as well as short- and long-term priorities, with baseline cost estimates and new building construction estimates. Refine the final five master plan options with community input to determine and select a priority project to submit to the Massachusetts School Building Authority (MSBA) for future funding consideration through the Statement of Interest (SOI) process in the spring of 2017.
  - 4) Review, revise and/or update the Chelmsford Public Schools Incident Management and Crisis Communication Plans including staff responsibilities, internal and external communication, response protocols (i.e. evacuation, lockdown, hold-in-place), and coordination procedures with appropriate local law enforcement agencies and emergency first responders. Develop opportunity for staff and parent input in the review process as well as education of all stakeholders on the new/revised plans once approved.

I present these four focus areas for my work during the 2016/17 school year for school committee review and consideration. If the school committee agrees with these focus areas, I will prepare and present updates on my progress toward these goals throughout the school year to keep the school committee informed of my progress on these

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initiatives. I look forward to discussing these focus areas at the regular school committee meeting on November 1, 2016.