

Strategic Objective #1

The district will establish a comprehensive aligned system of instruction to ensure high-quality teaching in every classroom across the district.

Strategic Initiative #1: The district will align all curriculum and instructional practices to the new MA frameworks and standards documents such as the Common Core for Literacy and mathematics, WIDA, and the Next Generation Science Standards.

<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Adjust and implement curriculum and instruction changes in ELA, Math, and ELL based on the new frameworks/standards.	Pacing Guides, Textbook Adoption, Materials, and Standard Documents	Program/Teacher Learning: Standards reviewed for ELL along with curriculum alignment and adjustment and identified curriculum needs.	<ul style="list-style-type: none"> • Principals • Coordinators • Assistant Superintendent 	Fall-Spring	<p>January, 2015 Update *Continued review of Math and ELA standards through data meetings *ELL curriculum adoption for Reach, Inside, and Edge</p> <p>May, 2015 Update *Completed review of data *Curriculum Adoptions completed for 2015-2016 School -year *Summer Curriculum Proposals completed for curriculum adjustments.</p>
Review the draft science standards.	<ul style="list-style-type: none"> • Massachusetts Science and Technology Engineering (STE) Curriculum Framework 	Program/Teacher Learning: Teachers and administrators will become familiar with the standards to create crosswalk documents, begin curriculum alignment, and identify curriculum needs	<ul style="list-style-type: none"> • Principals • Science Coordinator • Assistant Superintendent 	Fall-Spring	<p>January, 2015 Update *Teacher teams working on unpacking standards and alignment. *Update provided by math/science coordinator.</p> <p>May, 2015 Update *Alignment documents to new standards completed *Cross-curricula review completed *Program evaluation begun at each level for curriculum pilot. *Review of standards and curriculum needs to continue for 2015-2016 School-Year.</p>

<p>Develop elementary standards-based report cards.</p>	<ul style="list-style-type: none"> Identified standards Draft report cards X2 technology support 	<p>Program/Teacher Learning: To create a final copy of the report cards in X2 and begin teacher training</p>	<ul style="list-style-type: none"> Principals Math, Reading, and Technology Coordinator Technology Department Assistant Superintendent 	<p>Fall-Spring</p>	<p>January, 2015 Update *Committee finalized standards to be addressed. *Build beginning in X2 *Committee to work on benchmarks and parent outreach sessions. May, 2015 Update *Completion of draft in X2 for review. *Benchmark work continuing and will continue through summer work. *Teaching, parent/community presentation in process.</p>
<p>Strategic Initiative #2: The district will prepare students for demonstrating proficiency on the MCAS and PARCC, as well as increase participation and performance on the SAT, ACT, and AP exams.</p>					
<p>Action Steps</p>	<p>Resources Needed</p>	<p>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</p>	<p>Person(s) Responsible</p>	<p>Timeframe</p>	<p>Status</p>
<p>Administer assessments in math and ELA/literacy planned for implementation in Massachusetts in 2014–15 - MCAS or PARCC</p>	<ul style="list-style-type: none"> DESE Testing Schedule 	<p>Program/Student Learning: Chelmsford will administer the MCAS for the 2014-2015 school year according to the testing schedule</p>	<ul style="list-style-type: none"> Principals Testing Coordinators 	<p>Fall - Spring</p>	<p>January, 2015 Update *All test material ordered. *Principals creating administration calendars for individual schools. *Tutoring sessions scheduled. *Student preparation continues in classes. May, 2015 Update *All tutoring and testing completed for school year.</p>
<p>Provide leadership training for educators in the use of PARCC materials.</p>	<ul style="list-style-type: none"> MA DESE PARCC.org 	<p>Program/ Student Learning: Monitored notification from DESE and PARCC.org for ongoing state testing guidelines</p>	<ul style="list-style-type: none"> Assistant Superintendent 	<p>Fall-Spring</p>	<p>January, 2015 Update *Review of PARCC.org correspondence continues. *Attendance at leadership sessions through curriculum groups and DESE/MASS</p>

					<p>sessions. May, 2015 Update *Continued review of all PARCC.org and DESE correspondence. *Attendance at leadership sessions through curriculum groups and DESE/MASS sessions.</p>
Review the newly established PARCC Performance levels.	DESE Summits and information sessions	Program/ Student Learning: Update teams as information become available to understand performance levels	<ul style="list-style-type: none"> Assistant Superintendent 	Fall-Spring	*See above update.
Strategic Initiative #3 The district will develop the feasibility and potential framework for full-day kindergarten for all.					
<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Review longitudinal studies comparing academic performance of students participating in half -day verses full day Kindergarten.	<ul style="list-style-type: none"> Access to educational databases 	Program: Create an updated literature review	<ul style="list-style-type: none"> Superintendent Assistant Superintendent 	Fall	January, 2015 Update *Literature review has been updated to include any updated studies. May, 2015 Update Completed.
Conduct a review of buildings and grounds to accommodate full-day Kindergarten.	<ul style="list-style-type: none"> Building plans 	Program: Plan to house full-day kindergarten	<ul style="list-style-type: none"> Superintendent 	Fall-Winter	January, 2015 Update *Council meetings to explore possible K classes at the individual schools. May, 2015 Update Completed.
Conduct an audit of costs associated with full day Kindergarten. (Include Transportation)	<ul style="list-style-type: none"> Curriculum estimate Transportation Costs Personnel Estimates Material/Supply Estimates 	Program: Projected Budget for full-day implementation	<ul style="list-style-type: none"> Superintendent Business Manager Assistant Superintendent 	Fall	January, 2015 Update *Curriculum/ Materials /cost review conducted to update analysis spreadsheet *Meeting with NRT to discuss costs associated with K bus runs. May, 2015 Update Complete.
<i>Conduct surveys of parents and community about this option.</i>	<ul style="list-style-type: none"> Electronic Surveys through CPS 	Program: Completed surveys for data analysis	<ul style="list-style-type: none"> Superintendent Assistant 	Fall-Winter	January, 2015 Update *To be conducted in the

			<ul style="list-style-type: none"> Superintendent Technology Director 		spring. May, 2015 Update N/A
Apply for full day Kindergarten grants including Transition Planning for Full Day Kindergarten and look into the sustainability of the –Quality Full Day Kindergarten DESE grants (if available).	<ul style="list-style-type: none"> Grant Application from DESE 	Program: Completed and accepted grant	<ul style="list-style-type: none"> Assistant Superintendent 	Fall	January, 2015 Update *702 Transition to Kindergarten Grant awarded from DESE. *Plans to apply in August for 701- Quality full-day grant from DESE (if available). May, 2015 Update Completed. *701- Quality full-day grant unavailable from the state.
Strategic Initiative #5: The district will ensure that building and grounds support strong instructional programs and meet all safety requirements.					
Action Steps	Resources Needed	Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.	Person(s) Responsible	Timeframe	Status
Develop a committee to examine instructional space as it relates to current and future instructional needs, including special education programming.	<ul style="list-style-type: none"> Existing designs Designs from surrounding districts Committee 	Program: Review existing space and model designs for science lab feasibility	<ul style="list-style-type: none"> Superintendent Committee Members Science and Technology Coordinators 	Fall-Spring	January, 2015 Update *Toured Burlington MS Science Renovations *MS Science Room Assessment *Elementary Assessment for kindergarten May, 2015 Update Completed.
Continue to work with Aramark to insure that the provisions of the contract are followed.	<ul style="list-style-type: none"> Aramark Liaison 	Program: Meet regularly with Central Office and school administrators to safeguard buildings for maintenance	<ul style="list-style-type: none"> Aramark Liaison Superintendent Principals 	ongoing	January, 2015 Update *Regular meetings with Aramark Director, principals. May, 2015 Update Completed
Ensure that the capital plan is developed and followed to support educational and building infrastructure and safety.	<ul style="list-style-type: none"> Budget plan Capital Plans 	Program: A capital plan that supports the educational needs of the students	<ul style="list-style-type: none"> Superintendent School Committee 	Fall-Spring	January, 2015 Update *Met with DPW and Facilities Directors and principals to check status on current projects. May, 2015 Update

					* Completed. Principal's priorities updated through work with DPW and Facilities Directors.
Strategic Initiative #6: The district will act on the recommendations contained in the 2012 NEASC report.					
<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Conduct periodic progress reports (two-year, five-year, special) will be submitted to NEASC, to monitor the progress of the school in meeting the spirit of the recommendations closely.	<ul style="list-style-type: none"> NEASC Feedback 	Program/Student Learning: Completed progress reports based on the recommendations of the committee	<ul style="list-style-type: none"> HS Principal Building Leadership Team HS NEASC Committee 		January, 2015 Update *2-year report submitted. *Progress monitored through NEASC committee and BLT Team. May, 2015 Update Completed. Status to remain the same.
Strategic Objective #2					
The district will establish a comprehensive tiered system of support to address the academic and non-academic needs of students.					
Strategic Initiative #1: The district will develop a tiered instructional approach MTSS program to meet the needs of all students inclusive of UDL practices and co-teaching.					
<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Define a MTSS model to include: <ul style="list-style-type: none"> Curriculum, Instruction, and Assessment Human Resources and Professional Development Leadership and Governance Student Support 	<ul style="list-style-type: none"> MTSS Blueprint Document Outside Consultant 	Admin/Teacher Learning/ Student Learning: Create literacies around the MTSS Model to define needs of the district	<ul style="list-style-type: none"> Assistant Superintendent Administrative Council 	Fall-Spring	January, 2015 Update *Review of literacies around MTSS through the MA DESE Blueprint and Professional Learning Communities at Administrative Council. May, 2015 Update *Continued literacies from both MTSS teams and consultants. *Exploration of surrounding districts use of MTSS

<p>Define how the academic and non-academic core components of MTSS for Chelmsford will include:</p> <ul style="list-style-type: none"> • High-quality core curriculum and instruction implemented with fidelity • Research-based academic interventions and assessment practices- inclusive of a defined data management system • Research-based behavioral interventions and supports • Universal screening and progress-monitoring • Defined benchmarks and eligibility criteria for levels/tiers • Systematized instructional data meeting procedures and protocols • Collaboration and communication between educators and parents 	<ul style="list-style-type: none"> • MTSS Blueprint Document • Outside Consultant 	<p>Admin/Teacher Learning/ Student Learning: Create literacies around the MTSS Model to define needs of the district</p>	<ul style="list-style-type: none"> • Assistant Superintendent • Administrative Council 	<p>Fall-Spring</p>	<p>practices.</p> <p>January, 2015 Update *Review and update of all new curriculum including ELL. *Review of available researched based interventions at the administrative level. *Screening and benchmark calendars are created and data meetings surrounding the results. *Conversations around results used in appropriate meeting settings.</p> <p>May, 2015 Update *Continued review and update of curriculum *Continued review of researched-based interventions through curriculum councils. *Continued date-meetings. *Review and adjustment for next year's assessment calendar.</p>
<p>Utilize a consultant during the development/implementation phase.</p>	<ul style="list-style-type: none"> • MTSS Blueprint Document • Outside Consultant 	<p>Admin/Teacher Learning/ Student Learning: Create literacies around the MTSS Model to define needs of the district</p>	<ul style="list-style-type: none"> • Assistant Superintendent • Administrative Council 	<p>Fall-Spring</p>	<p>January, 2015 Update *Two consultants through Teachers21 used for both elementary and secondary level May, 2015 Update *Continued use of Teachers21 consultants *Extended use of social-emotional consultants through the process.</p>
<p>Comprehensively implement UDL, co-teaching and tiered instructional theory/practices in all classrooms.</p>	<ul style="list-style-type: none"> • Co-Teaching Instructor • UDL Instructor 	<p>Admin/Teacher Learning/ Student Learning: To provide all co-teachers training and support</p>	<ul style="list-style-type: none"> • Principals • Assistant Superintendent • Director of Student 	<p>Fall-Spring</p>	<p>January, 2015 Update *Continued use and review of the co-teaching process at all levels – Elem, MS, and HS.</p>

		To implement the principals of UDL at all levels	Services		May, 2015 Update *Adjustments to co-teaching at all levels for targeted intervention. * Continuation of UDL course
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Strategic Initiative #2: The district will align schedules and allocate resources to meet the needs of all students, in particular accomplished and developing students.

<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Draft a schedule that supports MTSS, Co-teaching, and UDL, (including intervention time).	Existing Schedules	Program: Collaboration between teachers to conduct data review, plan lessons and objectives, and continue with Look at Student Work Protocols	<ul style="list-style-type: none"> Principals Assistant Superintendent 	Fall-Spring	January, 2015 Update *Building levels still reviewing schedules and working with drafts of scheduling solutions. May, 2015 Update *Continued review and build of schedule to accommodate MTSS teacher meeting time and co-teaching practices.
Provide common planning time for co-teaching partners	<ul style="list-style-type: none"> Existing Schedules 	Program/ Student Learning: Collaboration between regular and special education teachers to plan objectives and lessons	<ul style="list-style-type: none"> Principals Assistant Superintendent 	Fall-Spring	January, 2015 Update *Schedules reviewed at each level and for each grade for meeting times. May, 2015 Update Continued review of schedules to make adjustments.

Strategic Objective #3

The district will harness current and emerging technologies to build partnerships with families and community.

Strategic Initiative #1: The district will provide and upgrade telecommunications services used by the school system including email, Internet connectivity, and telephone service.

<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
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<p>Deploy wireless network connectivity at the elementary schools and Westlands building.</p>	<ul style="list-style-type: none"> • Wireless Access Points • Wireless Controllers 	<p>Program: Students and Staff at the Harrington, Center and Westlands will utilize wireless resources in teaching and learning</p>	<ul style="list-style-type: none"> • Executive Director of Technology • Network Manager 	<p>Fall-Spring</p>	<p>January, 2015 Update *Installation of wireless was completed during the summer of 2014. May, 2015 Update *Wireless usage is up in two elementary schools by 20% since it's installation in the fall. *Many elementary teachers are using iPads with age appropriate apps</p>
<p>Strategic Initiative #2: The District will maintain a frequently updated website.</p>					
<p><i>Action Steps</i></p>	<p><i>Resources Needed</i></p>	<p><i>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i></p>	<p><i>Person(s) Responsible</i></p>	<p><i>Timeframe</i></p>	<p><i>Status</i></p>
<p>Expand use of school-related web resources, such as online fee payment system, Destiny Library Catalog, Brain Pop and Brain Pop, Jr., Think Central, Discovery School, Naviance, Smart MCAS Generator, School Dude, Help Desk, Vimeo and MassOne.</p>	<ul style="list-style-type: none"> • Online Resources 	<p>Program/Teacher Practice/Student Learning: Students and Staff will utilize online resources as a part of teaching and learning</p>	<ul style="list-style-type: none"> • Executive Director of Technology and Information 	<p>Fall-Spring</p>	<p>January, 2015 Update *Expanded school related web resources with Web Path Express at the elementary level, PBS Learning Media, QUEST, and the Youtube Educational Channel. May, 2015 Update * Added 80 no-cost research databases to the MS and HS Destiny and X2 Databases. Added an online resource, Lexia Reading.</p>
<p>Utilize school newsletters for communication to parents and community.</p>	<ul style="list-style-type: none"> • BlackBoard ConnectEd 	<p>Program: Principals and District Administrators will use BlackBoard ConnectEd service to communicate with parents and community</p>	<ul style="list-style-type: none"> • Executive Director of Technology and Information • Administrators 	<p>Fall-Spring</p>	<p>January, 2015 Update *Ongoing communication is achieved with ConnectEd, Facebook, Twitter and the School and district websites. May, 2015 Update *Ongoing and expanded communication is achieved with ConnectEd, Facebook,</p>

					Twitter, local newspapers, and the School and District Websites.
Strategic Initiative #4: The District will use appropriate social media: classroom and administrative blogs, Twitter, wikis and pod casts.					
<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Explore social media for emerging opportunities.	<ul style="list-style-type: none"> • Online Social Media 	<p>Program/Teacher Practice: Technology Excellence Committee members will explore new social media for possible ways to incorporate new forms of communication</p>	<ul style="list-style-type: none"> • Executive Director of Technology and Information • Technology Excellence Committee 		<p>January, 2015 Update *We have adopted Pinterest as a school approved Social Media.</p> <p>May, 2015 Update *Jackie Hayes, the Town/School Health Educator and CommED are communicating with Facebook and Twitter. *Dr. Tiano, Dr. Hirsch and Anne-Marie Fiore are participating in a tweet chat and blog hosted by Extreme Networks on May 27, 2015. This experience will allow us to pilot new social media technologies, such as Storify, Periscope, and Meerkat.</p>
Strategic Initiative #5: The district will increase school and district presence on Chelmsford Telemedia.					
<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Expand the presence of Inside CPS with webisodes and social media components.	<ul style="list-style-type: none"> • Inside CPS • You Tube • Chelmsford Telemedia • Telvue Player 	<p>Program: Inside CPS will have a web and social media component to enhance television experience.</p>	<ul style="list-style-type: none"> • Executive Director of Technology and Information 	Fall-Spring	<p>January, 2015 Update * Webisodes of many of our CTM line-up are available on the school website as well as facebook and twitter. Webisodes include preview content, and promotional</p>



					trailers. May, 2015 Update * All CTM-ED shows have an online component as well as promotion on the Facebook and Twitter. These components include: promotional clips and inclusion on the district and school website.
Explore the possibility of new school-produced shows.	<ul style="list-style-type: none"> • Television Program • You Tube • Chelmsford Telemedia 	Program/Student Learning: New school and student-produced shows will enhance the current line-up of CPS on CTM and the school department's ability to serve information to the community.	<ul style="list-style-type: none"> • Executive Director of Technology and Information 	Fall-Spring	January, 2015 Update We have planned 3 new shows for 14-015 school year, Walking thru Wellness, Strictly Business and the Wright Stuff. Walking thru wellness aired in November. The other two shows are being worked on currently. May, 2015 Update *CTM-ED has expanded with newshows such as Science with Matthew and Walking thru Wellness. Strictly Business and The Wright Stuff are still filming at this time. Also, the Parker Podcast project has grown and it will be a show aired during this coming summer. For more information, please go to www.chelmsford.k12.ma.us/parkerpodcasts

Strategic Initiative #7: The district will increase the use of digital signage for communication of school events and student work.

<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes Program or Policy, Teacher Learning, Teacher</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
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Explore additional locations for digital signage.	<ul style="list-style-type: none"> Physical location Television Spinetix Software and Hardware 	<p>Practice, and Student Learning.</p> <p>Program: Outreach to the community by providing information such as school events and initiative displayed on monitors in school lobbies</p>	<ul style="list-style-type: none"> Executive Director of Technology and Information 	Fall-Spring	<p>January, 2015 Update *Digital Signage was installed at the Westlands and Harrington locations during the summer of 2014.</p> <p>May, 2015 Update Completed. Signage installed at Westlands and Harrington.</p>
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Strategic Objective #4

The district will provide opportunities for professional learning that supports implementation of the established systems and facilitate a strong professional culture, inclusive of hiring and retaining high quality personnel.

Strategic Initiative #2: The district will implement the statewide educator evaluation framework.

<i>Action Steps</i>	<i>Resources Needed</i>	<i>Expected Outcomes: Program or Policy, Teacher Learning, Teacher Practice, and Student Learning.</i>	<i>Person(s) Responsible</i>	<i>Timeframe</i>	<i>Status</i>
Rate every educator's impact on student learning gains based on trends and patterns on state and district-determined measures of student learning.	<ul style="list-style-type: none"> DESE Guidelines and briefs Chelmsford Teacher Contract 	<p>Teacher Practice/Student Learning: Teams of educators will make adjustment to practice based on data analysis</p>	<ul style="list-style-type: none"> Primary Evaluators 	Fall-Spring	<p>January, 2015 Update *First round of DDM's and first data meetings held in November.</p> <p>May, 2015 Update *Completed second round of DDM administration *Alternative Pathway from DESE requested and approved for FY17 first year impact rating reporting.</p>
Use feedback from students and (for administrators) staff as evidence in the evaluation process.	<ul style="list-style-type: none"> DESE Guidelines and briefs Chelmsford Teacher Contract 	<p>Teacher Practice/ Student Learning: Teams of educators will make adjustment to practice based on feedback from surveys</p>	<ul style="list-style-type: none"> Primary Evaluators 	Fall-Spring	<p>January, 2015 Update *Review of DESE guidance on survey use. *Area leadership teams and executive institute attendance and update.</p> <p>May, 2015 Update *Continued review of guidance for implementation *Attendance of DESE Spring</p>



					convening for additional guidance. *Attendance at leadership meeting for group collaboration.
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