

**CONCORD PUBLIC SCHOOLS  
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

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February 23, 2016

TO: School Committees  
FROM: Diana F. Rigby, Superintendent  
RE: Mid-Cycle FY16 Goals Review

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**A. PROFESSIONAL PRACTICE GOAL**

**GOAL: By June 2016, administration will provide multiple opportunities for teacher voice, leadership, and collaboration in addressing teacher concerns and making critical school/district decisions, and will initiate a strategic planning process for progressive and innovative program improvements.**

**Key Actions and Progress:**

- 1. Promote a professional culture of collaboration and continuous learning by increasing opportunities for teacher voice in faculty meetings, department meetings, CCHS Technology Committee, Homework Committee, Time and Learning Committee, Department Chairs Group, Joint Supervision and Evaluation Committee, School Advisory Council, K12 Science Committee, K12 STEM Committee, K12 Professional Learning Council, K12 Technology Committee, K12 Mental Health Committee, Building Committee and K12 Calendar Committee.**
  - Fall faculty meetings collected faculty feedback on school improvements in faculty meeting planning and agendas, developing school wide professional development, and researching best practices for homework.
  - CCHS Homework committee researched, discussed, and recommended improved school wide practices for homework.
  - Departments met regularly to analyze student achievement and adjust practices to improve student learning. Courses were improved to include interdisciplinary projects and project-based assessments. New courses were added: Algebridge to support students enrolling in high level math classes, AP Physics, and AP Environmental Science.
  - Department Chairs met weekly to monitor student progress, discuss program improvements, and plan professional development in differentiated homework practices and Google Classroom.
  - NEASC Self- Study was led by teacher leaders.

- Teachers in the Rivers and Revolutions program presented at the NEASC Model Schools Conference in Fall 2015.
- Joint Supervision and Evaluation Committee met to review and discuss the implementation of DDMs and contract language.
- Teachers participated on the School Advisory Council to review the school improvement actions and progress.
- The K12 Science Committee met monthly to review the Next Generation Science Standards and discuss curriculum changes within a three-year plan.
- The K12 STEM Committee worked with Dr. Mia Dubosarsky, WPI to develop and implement a strategic plan for STEM/STEAM education K12.
- The K12 Professional Council met monthly to develop a teacher professional learning academy, Concord Fellows Program" to provide 50 hours of professional learning over two years for newly hired teachers as well as mentoring opportunities for skillful veteran CPS and CCRSD teachers to share their expertise.
- K12 Mental Health and CCHS Wellness Committee met regularly to discuss and plan activities to reduce student stress through mindfulness workshops, Health week, teen dating violence prevention, peer mentoring, and initiated a grant for "Challenge Success".
- K12 Technology Committee and CCHS Technology Committee met regularly to discuss the transition to Google platform, new website, Google Classroom, new CCHS domain name, and professional learning for teachers.
- K12 Calendar Committee met to discuss 2016-17 calendar and make recommendations to the School Committee.
- CCHS Building Committee met monthly to discuss project completion and the Dedication Ceremony in December 2015.

**2. Meet regularly with the administrative team to reflect on and improve leadership practices to promote professional collaboration and student success.**

- The administrative team met 2x month to discuss student progress, improved curriculum and instructional practices, differentiated instruction, formative/summative assessments, project-based learning, student mental health issues, high needs students, staffing, program improvement efforts, integrated technology, innovative practices, and supervision and evaluation.
- The administrative team worked with a consultant to improve teacher feedback and evaluation practices.
- The administrative team participated in job-embedded professional learning and conferences to improve leadership practices.

**3. Meet monthly with the CCTA leadership to engage in collaborative problem solving and building consensus regarding critical school/district decisions.**

- During the monthly CCTA/Admin. meetings the following items were discussed: IT transition from First Class to Google platform, NEASC, Calendar Committee, copy machines, security, access to the building, DESE survey, strategic planning, domain name change, SC site visit, compensation for Concord Fellows.
- The administration and CCTA continue to meet regularly to monitor the progress of the implementation of the new educator evaluation system. The department chairs and teachers provide feedback and the joint evaluation committee discusses the feedback and collaboratively makes adjustments in real time.

**4. Initiate a strategic planning process with all stakeholders to build consensus for progressive and innovative program improvements.**

- Worked with School Committee to develop a RFP for a strategic planning consultant and distributed the RFP.
- Received four responses to RFP, however it is recommended that we replace the strategic planning process with the hiring process of a new principal based on the recent announcement of the CCHS principal's departure in June 2016.

**5. Continue to improve communication and outreach using a variety of tools including social and print media, updated school/district webpages, newsletters, and formal/informal meetings.**

- Implemented a new district and CCHS website with current news and calendar.
- Published and posted monthly Superintendent reports and updates.
- Published regular School and Building Committee updates in Concord Journal and Mosquito and on the website.
- Responded to community input on "Your Voice Matters".
- Daily tweets to more than 600 Twitter followers.

**B. STUDENT LEARNING GOAL**

**GOAL: Increase achievement for all students and narrow the achievement gaps for identified student groups.**

**Key Actions and Progress:**

- 1. Implement common assessments to analyze student work for instructional adjustments and/or targeted intervention.**
  - Principal reports 90% CCHS students are on track for earning 2.5 GPA or higher, and 100% of the graduating class will achieve Competency Determination.
  - Teachers and Department Chairs monitored student progress by analyzing assessment data to adjust instructional practices.
  - Teachers discussed differentiated instructional strategies during PD day to increase student learning.
  - Teachers developed more project-based assessments.
- 2. Improved support in the resource centers by staffing with content teachers, assigning students, and providing targeted instruction.**
- 3. Provided summer math program, "Algebridge" to support incoming freshmen.**
- 4. Aligned English and Math courses with Common Core State Standards.**
- 5. Evaluated the Science curriculum with the Next Generation Science Standards and made recommendations for a three-year implementation plan for alignment.**

#### **C. DISTRICT IMPROVEMENT GOALS**

**GOAL: Provide students with a rigorous, coherent, and aligned curriculum that includes a variety of authentic learning experiences, high student engagement, innovation, interdisciplinary units, differentiation, and increased use of digital tools.**

#### **Key Actions and Progress:**

- 1. Implement 1:1 laptop learning environment.**
  - Teachers integrated Google Docs and Google Applications for Education to increase opportunities for student collaboration and formative assessments.
  - CCHS students used a variety of Google Apps and software to access online course work, email, contribute to online forum discussions, and work in Google Classroom.
- 2. Create opportunities for interdisciplinary units, differentiated instruction, and project-based learning.**

- More than 50 students participated in the #7 cohort of Rivers and Revolutions interdisciplinary program.
- Students participated in the new BioStatistics, Digital Filmmaking, and AP Capstone Research courses.
- In the English Department, the Justice project challenged students to research, collaborate, and discuss world/community issues.
- Homework Committee reviewed and discussed differentiated homework practices.

**3. Engaged in action-research on best practices for homework.**

**4. Teachers identified areas for professional growth and participated in professional learning opportunities through RETELL course, EDCO, and Teachers as Scholars.**

**GOAL: Foster a respectful and inclusive school culture that promotes growth and well being for all.**

**Key Actions and Progress:**

- 1. Student leaders and educators create a diversity program for school-wide implementation.**
  - Student leaders were trained in the ADL "World of Difference program to implement in Sophomore Advisory.
  - Student Senate planned a diversity week with activities and curriculum.
- 2. Increased student participation in Advisory, Homework Committee, School Advisory Council, School Committee, Student Senate, and Wellness Committee.**
- 3. Studied Homework practices for school-wide improvements.**
- 4. Wellness Committee implemented Health Week to include mindfulness, wellness programs, and stress reduction.**
- 5. The 2016 YRBS will be administered during March 2016.**

**GOAL: Effectively implement the new Educator Evaluation system with a focus on continuous improvement in teaching and learning.**

**Key Actions and Progress:**

- 1. Teachers are collecting student growth data for DDMs.**
- 2. CCTA Joint Supervision/Evaluation Committee met regularly to review five steps and made recommendations for revision.**

**3. District Administration participated in professional learning to improve teacher feedback during the evaluation process.**

- Five teachers were rated as "Needs Improvement", and three of those five teachers no longer work for the district. Specific supports and professional development have been made available to the remaining two teachers so that they may become proficient. One teacher was rated "Unsatisfactory" and is no longer working for the district.

**GOAL: Develop FY17 budget to support educational excellence and enrollment growth while maintaining fiscal sustainability.**

**Key Actions and Progress:**

1. Worked with School Administration, School Committee, and both Concord and Carlisle Finance Committees to develop FY2017 operating budget for \$26,608,381, or 3.12% higher than this year's operating budget.
2. FY17 Budget was adopted by SC in December and met both Concord and Carlisle Fin Com guidelines.
3. The FY17 Budget Book was published and the adopted budget was presented at the Public Hearing in February.

**GOAL: Manage CCHS building project to completion in December 2015.**

**Key Actions and Progress:**

1. Met weekly with Project Team and monthly with Building Committee to manage the project scope, budget, and timeline.
2. The Dedication Ceremony was held December 2015 to celebrate the completion of the building project.

**GOAL: Build support, consensus, and community engagement around the district mission, core values, challenges, critical decisions, and accomplishments using multiple communication strategies.**

**Key Actions and Progress:**

1. Improved the District and CCHS website for increased easy access to information, current news, and calendar.
2. Conducted Principal and SC coffees during the Fall semester to share information and solicit input.
3. Met monthly with parent leaders, committees, and concerned parents and interested citizens to discuss CCHS issues and concerns.

4. **Attended weekly CCHS events to support students and interact with parents and community members.**

# **CCHS School Improvement Plan 2015-16**

Midyear Report On  
District & School Goals



## **District Goal**

*Increase achievement for all students and narrow the achievement gaps for identified student groups*

## **School Goal**

*By June 2016, all students at CCHS will master end-of-course standards*

## **Key Action: Continue to employ formative and summative assessments to analyze, and make adjustments to practices in order to increase student achievement**





- ✿ Dept. reviewed data from results of midyear assessments
  - ✿ Adjustments made to instructional practices
- ✿ Teachers further differentiating instruction to support diverse learners
  - ✿ PD day work on differentiating homework
- ✿ Rich conversations about formative and summative assessments
  - ✿ Teachers identified need for additional time for further analysis & adjustment
  - ✿ Rec: modify schedule for common planning time

## Key Action: Implement Common Core State Standards (CCSS) in English & Math, and across additional relevant curricula

### English

-  Continued balancing of fiction & informational text

### Math

-  CCSS alignment
-  8<sup>th</sup> grade: vertical articulation
-  Transition from Alg 1 to Alg 2 (skills)
-  Geometry further alignment with CCSS

## Key Action: Heighten awareness of Next Generation Science Standards in Science (adoption pending in MA)

- ❁ K-12 Science committee meetings 2015-16
  - ❁ Committee presenting to School Committee in March of 2016
- ❁ Enhancing current courses & adding new ones
  - ❁ Engineering
  - ❁ AP Physics
  - ❁ AP Environmental Science
- ❁ Alignment will be completed by end of 2016-17

# District Goals

*Foster a respectful and inclusive school culture that promotes growth and well-being for all.*




*Build support, consensus, and community engagement around the district mission, core values, challenges, and accomplishments, and critical decisions using multiple communication strategies.*

# School Goal

*Foster an inclusive, mindful, positive, and compassionate school culture that promotes growth and well-being for all.*

## **Key Action: CCHS educators communicate openly and directly around decision-making**

### Homework Working Group

-  Conducted collaborative, open decision making process to generate new school-wide guidelines
-  Information shared with all teachers throughout the process
-  Group comprised of educators from every area of the school

### DCG

-  Increased use of “DCG Loop” to gather teacher input

## Key Action: Ensure that all students have a connection/ context where their voices can be heard

- ✿ 20% of Homework Working Group consisted of students
  - ✿ All students included in survey: feedback drove recommendations
- ✿ Wellness Committee: 4 students
  - ✿ Shaping Health Week
- ✿ Student Voice
  - ✿ SAC
  - ✿ School Committee
  - ✿ Principal: weekly meeting with Senate Moderator
- ✿ Rivers & Revolution
  - ✿ students learn feedback skills to build confidence talking to adults in authentic ways
- ✿ Advisory: every student has designated adult for support

## **Key Action: Address issues of equity and diversity on a school-wide basis**

- ❁ ADL “World of Difference”
  - ❁ Training new student leaders
  - ❁ Curriculum delivered through Sophomore Advisory
- ❁ Diversity Week
  - ❁ Student Government: planning & organizing
  - ❁ 3 days: focusing on different forms of diversity



## Key Action: Collaborate with community organizations to promote complementary programming

### 🌸 English Department:

- 🌸 Justice Project challenges students to research, collaborate, and share on important community/world issues

### 🌸 Math Department:

- 🌸 Scientific community connection
- 🌸 Bio Stats relationship with MIT's Broad Institute; students working with authentic data

### 🌸 Art Department:

- 🌸 Concord Art Association & local artists

### 🌸 Rivers & Revolutions Program

- 🌸 Stewardship projects with community organizations

## **Key Action: Collaborate with community organizations to promote complementary programming – cont.**

- ❁ K-12 Mental Health Team & Center for Parents & Teachers – stress / mindfulness workshops
- ❁ CCHS Wellness Committee
  - ❁ Health Week March
  - ❁ REACH Beyond Domestic Violence (teen dating violence prevention)
  - ❁ Health & Fitness Dept:
    - ❁ REACH Beyond Domestic Violence
    - ❁ Peer mentoring program
  - ❁ Mindfulness in Advisory: Pam Ressler
- ❁ Parent Association: Julie Lythcott-Haims program students and parents

# District Goals

*Provide students with a rigorous, coherent, and aligned curriculum that includes a variety of authentic learning experiences, high student engagement, innovation, interdisciplinary units, differentiation, and increased use of digital tools.*

*Effectively implement the new Educator Evaluation system with a focus on continuous improvement in teaching and learning.*

# School Goal

*School year, administrators and department chairs will lead all educators in examining innovative practices to improve student learning.*

## Key Action: Implement CCHS 1:1 Laptop Initiative





- ✿ Principal led CCHS Instructional Tech Specialist
  - ✿ Successful distribution to students & parents
  - ✿ Met goal: every CCHS student has a laptop
- ✿ On-going Professional Development for teachers
  - ✿ Four differentiated options on PD day
- ✿ Conducting Program Evaluation
  - ✿ Pre- and post- student & teacher surveys

# Key Action: Examine and implement practices that promote conditions for more equitable learning experiences and stronger achievement outcomes

- ✿ Homework Working Group:
  - ✿ Essential school-wide practices
- ✿ Transition Specialist
  - ✿ Working with students & families
- ✿ Social Studies & Science Departments
  - ✿ Working across curriculum to increase use of alternative assessments / project-based assessments
- ✿ “Algebridge”
  - ✿ Supporting students to enroll in upper level classes
- ✿ English
  - ✿ Socratic Seminar: students lead classroom conversations / develop deep questions

# Key Action: Engage Faculty in action-research on best practices around homework

## Homework Working Group

-  Conducted literature review for evidence-based practices, as well as a review of faculty best practices
-  Data: guidelines developed, timeline outlined
-  Implementation of school-wide essential and recommended practices
-  PD day for teachers: dedicated to putting research into action

## DDM's

-  Teachers research through the collection of student data

## Key Action: Identify and provide needed professional development school-wide & for individual educators

- ❁ Targeted opportunities for individual teachers
  - ❁ Teachers as Scholars
  - ❁ EDCO
  - ❁ Workshops & conferences
- ❁ School-wide for innovating homework & 1-to-1
  - ❁ In-house: Google Classroom

## Key Action: Prepare CCHS educators for NEASC Visiting Committee in Nov 2015

- ❁ Teacher voice anchored the Self-Study
- ❁ Visiting Committee in Nov. 2015
  - ❁ Feedback
    - ❁ VC provisioned with all requested documents
    - ❁ Logistics well organized
- ❁ Rivers and Revolutions
  - ❁ Program invited to present at NEASC Model Schools Conference Fall 2015



# Improving School Climate 2015-16



## Process



Teacher feedback solicited at Fall 2015  
Faculty Meetings



Qualitative information



Open responses: what can each individual do  
to make improvements?



Adjusted prompts to ask respondents to speak  
about their own experience



Processed with school's leadership team  
(DCG)



## Results informed



Faculty Meeting planning & agendas



Development of school-wide PD



Focus on concrete action: Homework

# Improving School Climate 2015-16

- ❁ Homework Working Group
  - ❁ Committee: teacher & student voice
- ❁ New Courses for Students
  - ❁ SAC: student needs identified
  - ❁ Teacher proposals supported by Admin
- ❁ New Building
  - ❁ Responded to teachers' FFE needs
    - ❁ Copiers
    - ❁ Furniture
    - ❁ Storage
- ❁ Concord Fellows (professional development)
  - ❁ Teachers input shaped program

# Improving School Climate 2016-17

- ❁ Time to collaborate and lead together
  - ❁ With colleagues
    - ❁ Curriculum, Instruction & Assessment
    - ❁ Achievement Gaps
  - ❁ With school-wide
    - ❁ Provide opportunities to confer on initiatives, challenges & celebrate successes
    - ❁ Need to be on par with other schools (Boston Mag Top 25)
- ❁ Time & Learning Committee
  - ❁ Input from teachers to develop improved schedule
  - ❁ Tremendous potential for improving climate