

Concord-Carlisle Regional School District  
Concord Public Schools

Mission: Educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our increasingly diverse global society.

Core Values: Academic Excellence, Respectful and Empathic Community, Professional Collaboration, Education Equity, Continuous Improvement

2013-14 District Goals

1. Increase achievement for all students and narrow the achievement gaps for identified student groups.
2. Provide students with a rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking and collaborative problem solving skills.
3. Foster a respectful and empathic learning environment in which all students become more responsible citizens.
4. Develop professional collaboration by analyzing student work and assessment data, sharing instructional strategies, and providing job-embedded professional development that supports district teaching and learning goals.
5. Implement the new Educator Evaluation system with a focus on continuous improvement for teaching and learning.
6. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.
7. Build support, consensus, and community engagement around the district mission, core values, goals, challenges, accomplishments, and critical decisions using a variety of communication strategies.

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 District Goals 2013-2014

**DISTRICT GOAL:**

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

| Key Actions   | Process Benchmarks   | Outcome Benchmarks  |
|---|--|---|
| Using Atlas software, complete the alignment of the CPS and CCHS curricula with the Common Core standards in all content areas. | <ul style="list-style-type: none"> <li>• Director of Teaching and Learning, K5 principals and curriculum specialists will continue to review and revise maps for currency and instructional planning.</li> <li>• Director of Teaching and Learning, CMS principal and department chairs will continue to review and revise maps for currency and instructional planning</li> <li>• Director of Teaching and Learning, CCHS principal and department chairs will continue to review and revise maps for currency and instructional planning.</li> </ul> | In all CPS and CCHS classrooms, content, skills and assessments are aligned with CCSS.  |
| Implement Common Assessments in ELA and Math K5 and in all subjects 6-12 to monitor student progress.                           | Teacher teams meet regularly to analyze formative and summative common assessment data and use the data to improve instruction, adjust practice or implement appropriate interventions.  | <ul style="list-style-type: none"> <li>• 80% mastery of critical grade level standards in ELA and Math K5</li> <li>• 80% of CMS students earning B- or higher</li> <li>• 90% of CCHS students earn 2.5 GPA or higher</li> <li>• 90% Advanced/Proficient on ELA MCAS at 5,8, and 10</li> <li>• 80% Advanced/Proficient on Math MCAS at 5, 8, 10</li> <li>• Attain a Student Growth Percentile (SGP) of 50 or greater in grades 5, 8, and 10 for ELA and Math.</li> </ul> |

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|  |   | <ul style="list-style-type: none"> <li>• Maintain 100% Competency Determination for every graduating member of the Class of 2014.</li> </ul>  |
| <p>Identify appropriate intervention and adjust instructional practice for students who do not meet grade level standards.</p> | <ul style="list-style-type: none"> <li>• Implement progress monitoring procedure to track student progress.</li> <li>• Implement RTI strategies.</li> </ul> | <ul style="list-style-type: none"> <li>• Reduce the achievement gap by attain an annual PPI score of 75 or better for each student group in ELA and Math.</li> <li>• Increase GPA of Boston students grades 9-12 by +.1.</li> </ul> |

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**DISTRICT GOAL:**

2. Provide students with a rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking and collaborative problem solving skills.

| Key Actions   | Process Benchmarks   | Outcome Benchmarks  |
|---|--|---|
| Plan instruction that meets the individual needs of students through the use of formative assessments.                      | <ul style="list-style-type: none"> <li>• Use tiered instruction, differentiated instruction, scaffolding.</li> <li>• Review and evaluate current practices of differentiated instruction.</li> </ul>   | <ul style="list-style-type: none"> <li>• Instructional practices will reflect high expectations, active student engagement, and differentiation.</li> </ul>   |
| Technology specialists collaborate with teachers to integrate use of digital tools in classroom instruction and assessment. | <ul style="list-style-type: none"> <li>• Students in Grades 3,4,5 will participate in digital writing projects.</li> <li>• Students in grades 6-12 increase their use of digital tools including one-to-one pilot, Moodle, Google Apps for education, ebooks, and other online resources.</li> </ul> | <ul style="list-style-type: none"> <li>• Students in Grades 3,4,5 will participate in digital writing projects.</li> <li>• Students use digital tools to collaborate, construct, and publish for an audience beyond the classroom.</li> </ul> |

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**DISTRICT GOAL:**

3. Foster a respectful and empathic learning environment in which all students become more responsible citizens.

| Key Actions  | Process Benchmarks   | Outcome Benchmarks   |
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| <ul style="list-style-type: none"> <li>• K5 Mental Health Team provides leadership and support for teachers to implement open circle, Bullyproofing curricula and mindfulness activities.</li> <li>• 6-8 Mental Health Team provides leadership and support for teachers to implement CMS Stands Together and mindfulness activities.</li> <li>• Develop, implement, and enhance community building activities and interpersonal connections for students 9-12.</li> </ul> | <ul style="list-style-type: none"> <li>• K5 Reinforce pro-social behaviors by using strategies such as the “peace table,” reinforcing Open Circle and recognizing and celebrating pro-social behaviors.</li> <li>• In grade 6-8, teachers and guidance staff collaborate to develop and implement new process for CMS Stands.</li> <li>• Evaluate and update advisory program for students in grades 9-12 to ensure that it is meeting program goals.</li> </ul> | <ul style="list-style-type: none"> <li>• K5 reduction in incidents of hurtful behavior by 5%.</li> <li>• In grades 6-8, increased participation of students engaging in positive activities sponsored by student groups to reduce hurtful behavior by 5%.</li> <li>• 90% of students participate in at least one co-curricular activity each year.</li> <li>• 100% of students 9-12 report a connection to at least one adult in the school climate survey.</li> </ul> |

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**DISTRICT GOAL:**

4. Develop professional collaboration by analyzing student work and assessment data, sharing instructional strategies, and providing job-embedded professional development that supports district teaching and learning goals.

| Key Actions  | Process Benchmarks   | Outcome Benchmarks  |
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| <p>Educators work with colleagues to gather information, analyze data, examine issues, set goals and develop new approaches in order to improve teaching and learning.</p> | <ul style="list-style-type: none"> <li>• Participate in regularly scheduled grade level meetings K5.</li> <li>• Participate in regularly scheduled department, grade level (by department) and house meetings 6-8.</li> <li>• Further utilize a variety of methods for looking at student work, analyzing data, and differentiating instruction 9-12.</li> <li>• Provide professional development for educators to learn and use Baseline Edge for K8 student assessment data K8.</li> </ul> | <ul style="list-style-type: none"> <li>• A school culture of reflective practice, shared commitment to high expectations, and continuous learning for educators will be promoted.</li> <li>• A process for data collection and analysis in all subjects will be implemented.</li> <li>• In Grades 9-12, department teams will look at student work and analyze data to establish a baseline for comparison to outcomes in 2014-2015.</li> </ul> |

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**DISTRICT GOAL:**

5. Implement the new Educator Evaluation system with a focus on continuous improvement for teaching and learning.

| Key Actions  | Process Benchmarks  | Outcome Benchmarks  |
|--|---|---|
| Implement professional development for K8 school leadership teams in DESE educator evaluation model.   | K8 school leadership teams provide training in DESE Training Modules to school site educators.  | CPS Educators implement new educator evaluation system.   |
| K8 educators will utilize Baseline Edge to complement the implementation of the new educator evaluation system.                                  | Provide professional development in Baseline Edge to K8 educators .   | K8 educators use Baseline Edge to complete the components of the educator evaluation system.                |
| Collaborate with the CTA to implement the new educator evaluation system including District Determined Measures.                                 | <ul style="list-style-type: none"> <li>• Co-facilitate a joint labor-management committee.</li> <li>• Promote open and frequent communication.</li> </ul> | All five components of the new educator evaluation system and District Determined Measures are implemented. |
| CCHS Administration and DCG will work with faculty to identify District Determined Measures in each content area to pilot during 2013-2014.      | Department teams will implement District Determined Measures in all content areas and collect data.   | District Determined Measures will be identified in all content areas by June 2014.                          |
| CCHS joint supervision and evaluation committee will continue to collaborate on ways to implement and adjust the new educator evaluation system. | CCHS joint supervision and evaluation committee will meet regularly.  | All components of the new educator evaluation system are implemented.                                       |

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**DISTRICT GOAL:**

6. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.

| Key Actions  | Process Benchmarks   | Outcome Benchmarks   |
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| Work with Administrative team and School Committee to identify FY 15 student learning needs, cost drivers, and additional resources. | <ul style="list-style-type: none"> <li>• Work with Concord and Carlisle Finance Committees and School Committees to develop budgets that support the FY15 school district goals and are within levy limits.</li> <li>• Develop plans to demonstrate impacts of Concord and Carlisle Fin Com guidelines and levy limits.</li> <li>• Present Prelim FY15 budgets to School Committee.</li> <li>• Present School Committee adopted FY 15 budgets at Fin Com hearings and Town Meeting and in FY15 Budget Book.</li> </ul> | FY 15 budgets approved at both Concord and Carlisle Town Meetings. |
| Work with CCHS Building Committee and CCHS Building Project Team to maintain project budget, scope and timeline.                     | Meet weekly with Project Team and monthly with CCHS Building Committee to review and inform project scope, budget, and schedule.   | CCHS Building Project remains on budget, scope and timeline.       |



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| Assist School Committee in determining long-term solution for Transportation Services in FY15. | Work with transportation consultant to identify most cost effective and efficient long-term transportation services. | School Committee determines long -term solution for Transportation services for FY15. |
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**DISTRICT GOAL:**

7. Build support, consensus, and community engagement around the district mission, core values, goals, challenges, accomplishments, and critical decisions using a variety of communication strategies.

| Key Actions   | Process Benchmarks   | Outcome Benchmarks  |
|---|--|---|
| <p>All members of the K12 school community will promote positive collaboration and a professional culture in grade level teams, department teams, and community building activities and events.</p> <p>All members of the K12 school community will develop effective communication and collaborative systems that contribute to decision making on school/district wide practices.</p> <p>All members of the K12 school community will collaborate to improve trust, respect, support, communication, consensus, and the decision-making process among colleagues.</p> | <ul style="list-style-type: none"> <li>• All members of the K12 school community will collaborate with colleagues to share ideas and insights during professional meetings, committee work and school events.</li> <li>• Implement site-based TELL MASS recommendations.</li> <li>• CTA leadership and K8 administration meet monthly.</li> <li>• CCTA leadership meets monthly with the Superintendent and the High School Principal.</li> <li>• CPS TELL MASS committee meets monthly and works with Dr. Donna Hicks to resolve conflict using her Dignity model.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased educator satisfaction with their level of input into school/district decision-making process as measured by formal and informal feedback.</li> <li>• 85% of teachers at each school will complete the 2014 TELL MASS Survey</li> <li>• There will be an increase in the percentage of positive responses in the Teacher and School Leadership categories of the 2014 TELL MASS survey compared to 2012.</li> </ul> |