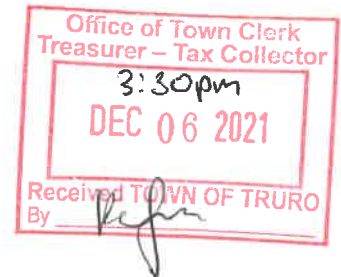


Truro School Committee Meeting Minutes

September 29, 2021

Work Session

Media Center



Present: Kolby Blehm, Kenneth Oxtoby, Christine Roderick (remote), Vida Richter, Edwige Yingling

Absent: Patrick Riley

Others: Stephanie Costigan, Kathleen Rosenkampff

1. Call to Order: Kolby Blehm called the meeting to order at 5:17 PM.

2. 21 - 22 Goals work session: Update measurable school committee goals. Superintendent Costigan began with a power point presentation which included all assessment tools currently used by TCS, a DESE presentation on student growth percentiles which prompted a discussion on how the committee and the staff use the data to assess student growth. Superintendent Costigan plans on putting together a data team to dive into the data. The data team will do an item analysis on each class to determine if they have mastered the standards. If the standards haven't been mastered they can figure out a way on how they can get better. In addition the data team can identify the standard students are weak on and compare them to other assessments. Current baseline data will be available in December. The Truro Central School profile is on the DESE website.

<https://www.doe.mass.edu/psm/tfm/reports/>

School Committee presentation on Assessments 9.29.21.xlsx

To view and hear the full two hour discussion of TCS assessment and 21 - 22 goals please go to www.truro-ma.gov under the Truro channel 18 tab.

The committee and Superintendent Costigan engaged in a lengthy discussion of the 21 - 22 goals beginning with goal # 4 - Academic achievement. Superintendent Costigan will create a data team and data hub. The staff will continue universal screenings three times a year. Professional Learning Committees which were formed a few years ago have been very helpful and will continue. Discussion ensued on each student getting what they need. The goal will be changed from academic achievement to student achievement.

Goal # 3 Emergency Planning - Update all emergency planning.

Goal # 2 Family Engagement - More robust answer to local families choosing other schools. Are surveys helpful? Goal to get a 90% response rate from families. Ask families for two preferred means

of communication. Look at how families communicate with the school and how the schools communicate with families.

Goal # 1 - Professional Development - Plan PD for SEI, Responsive Classroom and time for deep dives into academic assessment benchmarks with honest feedback on the quality, type and how well the assessments are serving the school.

There will be a draft version of the goals sent to TSC members by Oct. 1, 2021.

4. Adjournment: Kenneth Oxtoby moved to adjourn at 7:25PM, second by Vida Richter, roll call vote 5 - 0.

Christine Roderick - yes

Edwige Yingling - yes

Vida Richter - yes

Kenneth Oxtoby - yes

Kolby Blehm - yes

To view and hear the full two hour discussion of TCS assessment and 21 - 22 goals please go to www.truro-ma.gov under the Truro channel 18 tab.

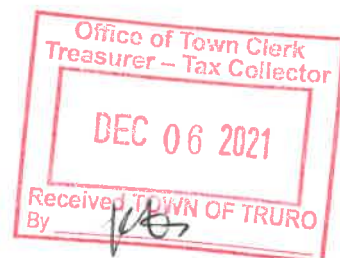
These minutes were approved by a vote of the Truro School Committee at their meeting on December 2, 2021

Respectfully Submitted:

Kathleen Rosoff

[Signature]

Truro School Committee Member



TRURO SCHOOL COMMITTEE MEETING-AMENDED

September 29, 2021, 5:15 PM

Truro Central School

AGENDA

WORK SESSION

Please join the meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/336701925>

You can also dial in using your phone.

United States (Toll Free): 1 866 899 4679

United States: +1 (571) 317-3116

Access Code: 336-701-925

Chair - Kolby Blehm

Vice Chair - Kenneth Oxtoby

Christine Roderick

Secretary - Vida Richter

Edwige Yingling

Superintendent - Stephanie Costigan

Principal - Patrick Riley

Recorder - Kathleen Rosenkampff

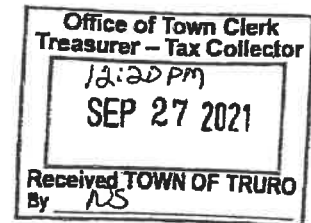
1. Call to Order:

2. 21 - 22 Goals work session: Update measurable school committee goals

3. Adjournment:

Town Clerk

Posted: September 24, 2021



The matters listed above are those reasonably anticipated by the chair that may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

The meeting will take place on the Go TO meeting platform. Members of the public who wish to participate in real time may be invited by emailing harnede@truromass.org. The meeting will be recorded and posted to the Town of Truro website.



TOWN OF TRURO

P.O. Box 2030, Truro, MA 02666

Tel: 508-349-7004, Extension: 110 or 124 Fax: 508-349-5505

Agenda Item: 2A3

To establish the goals and objectives this year the Select Board held a series of work sessions prior to the September 28, 2021 Public Hearing. During these work sessions, the Board modified their values, to those stated above, and identified the following goals that each address the policies and programs that the Town of Truro will prioritize in Fiscal Year 2022, which runs from July 1, 2021 through June 30, 2022. Following the identification of goals, the Board identified Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) objectives that contribute to the achievement of the goals. These objectives may contribute to the eventual completion of one goal or of multiple goals and are labeled to demonstrate the goals targeted by specific objectives.

FY2022 Goals

The Town of Truro will support policies and programs that:

- A) foster sustainable and appropriate economic development.*
- B) create more affordable year-round places for people to live and work.*
- C) protect and restore our fragile environment.*
- D) use long term and strategic planning to guarantee the future health and well-being of our community.*
- E) proactively engage and involve the town residents, property and business owners.*

FY2022 Objectives

(The following objectives are presented in no particular order. Prioritization will occur after the Public Hearing and the objectives will be renumbered in order of priority at that time.)

- 1. By the end of FY 2022, the Select Board will invite the Massachusetts Cultural Council to present to the Select Board, Economic Development Committee and the Truro Cultural Council on the process of creating a designated cultural district in Truro.*

Goals Addressed: A

- 2. The Select Board will review all Town owned land to assess possibilities for municipal use, housing, economic development open space, and/or possible disposition to be completed by the end of FY2022.*

Goals Addressed: A, B

- 3. The Select Board will submit a letter each to the Planning Board and the Economic Development Committee by December 31, 2021 outlining the Select Board's priorities in housing, zoning, land use and economic development in an effort facilitate collaboration and joint efforts.*

Goals Addressed: A, B, C

Office of Town Clerk
Treasurer – Tax Collector

DEC 06 2021

Received TOWN OF TRURO
By *KE*



TOWN OF TRURO

P.O. Box 2030, Truro, MA 02666

Tel: 508-349-7004, Extension: 110 or 124 Fax: 508-349-5505

Agenda Item: 2A3

4. *To improve Town employee recruitment and retention the Select Board will support and actively participate in a comprehensive compensation analysis and then implement and integrate the findings and recommendations in the budgeting process for FY 2023.*

Goals Addressed: A, D

5. *The Select Board will annually hold joint work session with participation from the Truro Housing Authority, Planning Board and Zoning Board of Appeals to develop housing initiatives that will diversify the range of seasonal, year-round and transitional housing for people of varying income levels. The Select Board will provide an update on these efforts by the end of FY 2022.*

Goals Addressed: B, D

6. *"The Select Board will support and encourage projects that protect and restore our coastal environment including these current and ongoing projects:*

- Pamet River Tidal Flow Restoration and Watershed Study*
- East Harbor Culvert Replacement*
- Mill Pond and Eagle Creek Repairs and Improvement*
- Little Pamet Watershed Study and Culvert Repair*
- Coastal Management*

Goals Addressed: C

7. *The Select Board will promote the Local Comprehensive Planning Committee and process along with the work of the Economic Development Committee and encourage community participation and will provide regular updates.*

Goals Addressed: A, D

8. *Upon completion of the Local Comprehensive Plan, the Select Board and Town Manager will work jointly to create a Town mission statement.*

Goals Addressed: D

9. *To maintain vital EMS services on the Outer Cape the Select Board will support a local and regional analysis of options and if needed develop proposals to present at the 2022 Annual Town Meeting.*

Goals Addressed: D, E

10. *The Select Board will explore the creation of a Municipal Housing Trust under MGL c. 44 s.55C and if agreed, prepared an article for approval at Town Meeting.*

Goals Addressed: A, B, D, E

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Agenda Item: 2A3

11. *The Select Board will provide the resources in the FY2023 budget to complete the digitization of town services and records, and address cybersecurity.*
Goals Addressed: A, D, E
12. *The Select Board will develop and implement a "Civility Pledge" that will be read at the beginning of all meetings of the Select Board and all Select Board-appointed boards, committees and commissions, and will request that elected boards do the same*
Goals Addressed: D, E
13. *Through the Town of Truro representatives to the Provincetown Water & Sewer Board, the Select Board will encourage steps toward full cycle water usage for Provincetown and Truro, and a status report will be given at least annually at the Select Boards' joint meeting.*
Goals Addressed: A, C, D, E
14. *The Select Board will rework, update and set clearer objectives in Policy 54 and Policy 31, and will work to enhance compliance.*
Goals Addressed: E
15. *The Select Board will work with the Local Comprehensive Plan Committee and the Walsh Property Community Planning Committee to build on areas of common ground and build consensus on those specific initiatives and a vision for Truro.*
Goals Addressed: A, B, C, D, E
16. *The Select Board will provide support to and collaborate with the Climate Action Committee and the Energy Committee in the creation of a Climate Action Plan for the Town of Truro, and will ask for updates at least twice per year.*
Goals Addressed: A, C, D, E
17. *The Select Board will develop a policy memorandum that facilitates and guides progress in all relevant areas toward a "Net Zero Truro" by 2050.*
Goals Addressed: A, C, D, E
18. *The Select Board will review the efficacy of and the participation in the childcare voucher program and make recommendations based on findings to inform the FY2023 budget process.*
Goals Addressed: A, D, E
19. *The Select Board will review the Senior Needs Assessment and explore the feasibility and the cost and social impact of expanding services and programs for seniors to inform the FY2023 budget process.*
Goals Addressed: A, D, E

Office of Town Clerk
Treasurer - Tax Collector

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By *[Signature]*



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Agenda Item: 2A3

20. *The Select Board will include the cost of a new Department of Public Works Facility at a yet to be determined site in the FY2023- FY2027 Capital Improvement Plan.*

Goals Addressed: D

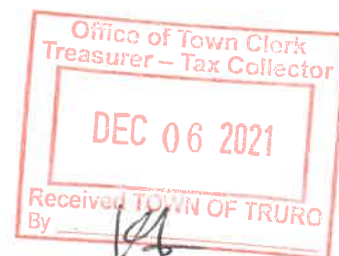
21. *The Select Board will write a letter to the Cape Cod Commission providing an accurate report of the inadequacy of internet services and requesting funding and support to resolve the infrastructure deficiency by December 1, 2021.*

Goals Addressed: A, D, E

NEXT STEPS:

After the Public Hearing, the Select Board will consider the feedback received and will make any necessary modifications to the values, goals, and/or objectives. The Select Board will meet one more time to prioritize all objectives (and renumber this document accordingly) and to discuss a plan of action and potential Board assignments for addressing the objectives. The Values and FY2022 Goals & Objectives will then be finalized and presented at a regular meeting of the Truro Select Board.

DRAFT



MONOMOY REGIONAL SCHOOL COMMITTEE GOALS 2020-2021



1. Review and Update Monomoy Regional Agreement

Because of new information from DESE, Monomoy Regional School Committee (MRSC) will continue to review the Regional Agreement and meet jointly with the Chatham and Harwich Boards of Selectmen to present recommendations.

Action Steps

1. Meet with MRSD's Attorney to discuss DESE's response to Regional Agreement by November 15, 2020
2. Establish a working group and hold a meeting early during the budget process to discuss regional assessment at the elementary level: MRSC Members, Superintendent, MRSD Business Manager, Representatives from both Boards of Selectmen, Town Managers
3. Establish, organize, and lead a visioning session and/or community forum that includes a representative group of stakeholders from Chatham and Harwich to discuss an elementary developmental learning program
4. Submit redline version to town clerks of Chatham and Harwich by January 20, 2021
5. Engage with the Monomoy Administrative Team to Ensure Fidelity to the SMART Goals of the Strategic Plan

2. Engage with the Monomoy Administrative Team to Ensure Fidelity to the SMART Goals of the Strategic Plan

Action Steps

1. Review the ongoing implementation of the Strategic Plan by Monomoy Administrative Team with the MRSC at School Committee Meetings and clarify when necessary
2. Review documents on MASC Anti-Racism Resolution and MRSC statement on Race and Education with information garnered through further education of MRSC members during winter of 2021
3. Support development and implementation of MRSD Equity curriculum
4. Explore the Expansion of Student Voice within the Monomoy Regional School District

3. Explore the Expansion of Student Voice within the Monomoy Regional School District

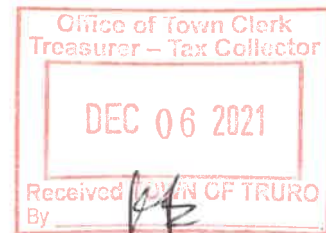
Action Steps

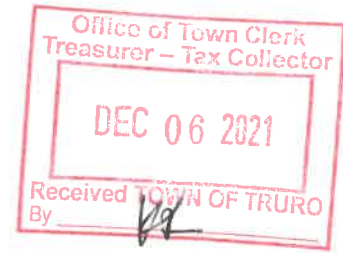
1. Explore how other school committees are implementing the statute Massachusetts General Law, Chapter 7, Section 38M
2. Discuss and implement student representation at school committee meetings by December 31, 2020
3. Review Superintendent Evaluation

4. Review Superintendent Evaluation

Action Steps

1. Revise current processes so feedback will be accurate and valuable
2. Analyze professional documents supporting one and two-year evaluation cycles with presentation including a recommendation by Subcommittee to MRSC in April 2021
3. Begin Superintendent's Evaluation Cycle for 2021-2022 in the summer of 2021





Dennis-Yarmouth Regional School District

Administration Center
296 Station Avenue
South Yarmouth, Massachusetts 02664-1898

Telephone (508) 398-7600

Fax (508) 398-7622

Dennis-Yarmouth Regional School Committee Goals

- We shall work to continuously improve student achievement to ensure all learners are prepared for successful college and career pursuits.
- We shall continue to maintain and develop new and existing programs that support the excellence of the D-Y Advantage.
- We shall continue to strengthen family and community relationships.

School Committee:
Chair Mike Judge
Vice Chair Kathy Bent



Barbara Dunn
Stephanie Ellis
Joe Nystrom

Barnstable Public Schools

The Vision of the Barnstable Public Schools

The Barnstable Public Schools educates the whole child by creating a student-centered culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged.

The Core Values of the Barnstable Public Schools

We value commitment, collaboration, and community...

Commitment: We are dedicated to the continuous learning and growth for all.

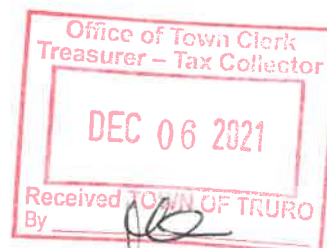
Collaboration: We work together while keeping student needs at the center of all decision-making.

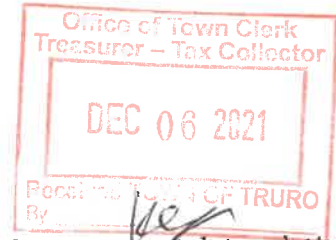
Community: We build strong, respectful partnerships that support student success.

School Committee Goals Strategic Priorities Self-Evaluation (June 30, 2021)

The Barnstable School Committee is attentive to its own development as a governing board. In December of 2019, the Committee held a consultant-led workshop as part of its development efforts. The Committee also met several times in the summer and fall of 2020 to develop a set of goals and action steps to guide its work for 2020-21 and beyond. The discussions resulted in the following goals and priorities, as well as the School Committee's commitment to evaluate itself regarding its accomplishments. It is also the intention of the Committee to submit an evaluation of its work for community review by July, 2021.

- I. Support the administration, teachers, staff, and parents to implement procedures for the reopening of school and sustained in-person attendance, maximize student learning, and prioritize safety.
 - a. Provide information to the community through reopening/COVID updates on each school committee agenda as routine business
 - b. Review survey and other data relevant to the reopening and sustaining learning models in order to inform budget and policy decisions





School Committee Self-Evaluation

- Was the administration and community given ample opportunity to present data relative to reopening? What kinds of data were reviewed?
- How often did the School Committee discuss topics related to the status of the district's learning model at its meetings?
- How did the School Committee review survey and other data relevant to the reopening and sustaining learning models in order to inform budget and policy decisions?

II. Revise the budget development process with a focus on ensuring program excellence, and maintaining fiscal responsibility and overall transparency.

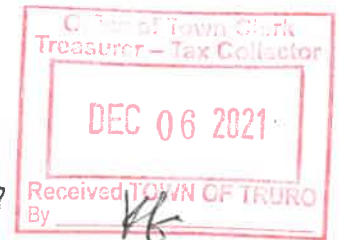
- a. Revise the budget development calendar to provide the School Committee with multiple opportunities to review the proposed budget
- b. Collaborate with the Town Council with respect to budget/strategic planning
- c. Coordinate with the Deputy Finance Director to provide an overview of the structure of financial services to the district, as a result of the consolidation with the Town of Barnstable Finance Department

School Committee Self-Evaluation

- Did the budget process align with the budget calendar, provide the flexibility to meet the needs of the district, and meet the deadline established by the Town Manager?
 - How many times did the School Committee deliberate on the proposed budget during the budget-development process?
 - Did the Committee request and receive adequate materials in a timely manner?
- Did the School Committee budget process align with the strategic priorities of the District and the Town?
- Did the Committee review the new budget calendar after completion of its work on the 2022 budget? How did the Committee assess this process?

III. Develop a systematic review process of all school committee policies and vote necessary revisions.

- a. Establish a Policy Subcommittee to review all policies and recommend revisions to the School Committee for discussion and vote
- b. Examine district policies through the lens of institutional and systemic, racialized practices
- c. Engage The Massachusetts Association of School Committees (MASC) to provide technical assistance for a review of all policies



School Committee Self-Evaluation

- When did the School Committee establish the Policy Subcommittee?
- When did the Subcommittee meet in the 2020-21 school year?
- How did the School Committee engage the services of the Massachusetts Association of School Committees and, if needed, the National School Board Association to inform and support the work?
- Which policies were reviewed and/or revised at School Committee meetings?
- How were the community's stakeholders included in the process to inform the work?
- How did the Subcommittee apply the lens of equity and diversity to review institutional and systemic, racialized practices through its work on district policies?

IV. Inform and engage the school, and broader community, regarding the mission and vision of the school district with a focus on equity and inclusion.

- a. Subcommittee for Community Engagement (voted August 5, 2020)
 - i. Discuss and make a recommendation to the School Committee regarding a new mascot at Barnstable High School to replace the retired Red Raider Mascot
 - ii. Participate in and represent the School Committee on other community-based groups and organizations that focus on issues related to equity, inclusion, and antiracist initiatives
 - iii. Identify, discuss, and make recommendations to the School Committee related to becoming an anti-racist organization
 - iv. Enhance the development of the whole child by promoting volunteerism (VIPS) and building community partnerships

School Committee Self-Evaluation

- What process did the Subcommittee use to reach its recommendation to the School Committee? Did the Subcommittee make a recommendation for a new mascot for Barnstable High School? Did the School Committee vote to adopt the recommended mascot?
- To which community groups and organizations did the Subcommittee reach out and how successful were those interactions?
- How did the Community Engagement Subcommittee inform the work of the Subcommittee on Policy to advance the work of becoming an anti-racist school district?



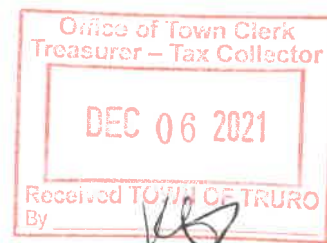
- How did the Subcommittee promote volunteerism and build community partnerships in the context of COVID restrictions?

V. Encourage the overall well-being of students and staff by supporting a positive school culture.

- a. Advisory Committee on School Culture and Climate (voted February 5, 2020)
 - i. The advisory committee shall work together to gather and review information and data on culture and climate within the district, and make recommendations for positive change to the School Committee, Superintendent, principals, and district administration.
 - ii. Areas in the scope for this advisory committee includes:
 - Student and staff views of culture, climate, and well-being;
 - Equity and diversity; and
 - Welcoming and supportive environments for students and adults

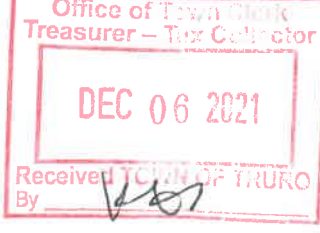
School Committee Self-Evaluation

- How was the Advisory Committee able to assess and understand stakeholder perceptions of the culture and climate of the Barnstable Public Schools?
- In what ways did the Advisory Committee address diversity and equity in these assessments?
- What was the composition of the Advisory Committee?
- How often did the Advisory Committee meet?
- How did the Advisory Committee inform the work of the Subcommittee on Policy to improve the culture and climate of the district?



NANTUCKET PUBLIC SCHOOLS 2021-2022 SCHOOL COMMITTEE GOALS

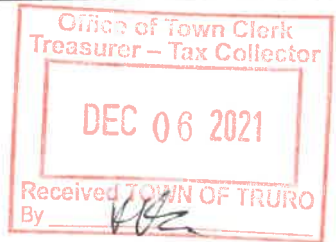
Goal 1: Leadership and Governance: The Nantucket School Committee establish, implement, and continuously evaluate the effectiveness of policies and procedures that are standards-based, driven by student achievement data, and designed to promote continuous improvement of instructional practice and high achievement for all students. Leadership decisions and actions related to the attainment of district and school goals are routinely communicated to the community and promote the public confidence, community support, and financial commitment needed to achieve high performance by students and staff.

OBJECTIVES	INDICATORS OF SUCCESS	EVIDENCE:
<p>I. Focused School Committee Governance</p> 	<p>i. School Committee members are informed and knowledgeable about their roles and responsibilities as enumerated in State and Federal Laws and Regulations.</p> <p>ii. School Committee members will come to meetings prepared, having carefully reviewed their packets and asked clarifying questions prior to the meeting if possible.</p> <p>iii. In their policy-making and decision-making they are guided by improvement plan goals and informed by student achievement data and other educationally relevant data.</p> <p>iv. Together with the superintendent, the School Committee creates a culture of collaboration and develops contracts and agreements which encourage all stakeholders to work together to support higher levels of student achievement.</p>	<p>a) Proof of attendance at MASC orientation</p> <p>b) Attendance at School Committee meetings</p> <p>c) Participation in professional development activities</p> <p>d) Participation in School Committee retreats</p> <p>e) Policies are consistently reviewed and updated by SC Policy sub-committee</p> <p>f) Completion of the annual self-evaluation</p> <p>g) School Committee agendas/minutes</p> <p>h) Attendance at school functions</p>
<p>II. Effective District and School Leadership:</p>	<p>i. The School Committee promotes a culture of transparency, accountability, public confidence, collaboration, and joint responsibility for student learning within the district and broader community.</p> <p>ii. The School Committee effectively delegates educational and operational leadership to the superintendent, district and school administration and annually assesses their performance in their roles based on the goals in the district and school improvement plans, MCAS results, and other relevant data.</p> <p>iii. At the direction of the School Committee, the district takes action to attract, develop, and retain an effective school leadership team that obtains staff commitment to improving student learning and implements a well-designed strategy for accomplishing a clearly defined mission and set of goals.</p> <p>iv. The School Committee understands and follows the Chain of Command, re-directing constituents when and where appropriate.</p>	<p>a) Attendance at school functions</p> <p>b) Surveys of the administration and community</p> <p>c) Completion of annual evaluation of the Superintendent</p> <p>d) Review of completed annual evaluations of all school and district administrators</p> <p>e) Participation in interviews for school and central office administrators</p>

III. District and School Improvement Planning:

- The School Committee ensures that:
- the district has a well-articulated vision, mission, goals, and priorities for action.
 - Performance goals for students and analysis of student achievement data drive the development, implementation, and modification of educational programs.
 - Each school uses an approved School Improvement Plan that is aligned with the district's plan and based on an analysis of student achievement data.
 - District and school plans are developed and refined through a process that includes input from staff, families, and partners on district goals, initiatives, policies, and programs.

IV. Educationally Sound Budget Development:



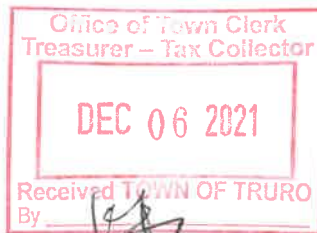
- The School Committee ensures that:
- The community annually provides a district budget which is adequate to provide for effective instructional practices and adequate operational resources.
 - The district's budget is developed through an open, participatory process.
 - The budget provides accurate information on all fund sources, as well as budgetary history and trends.
 - The district implements an effective system to monitor special revenue funds, revolving accounts, and the fees related to them to ensure that they are managed efficiently and used effectively for the purposes intended and to advance the district's improvement plan.
 - The district competitively procures independent financial auditing services regularly, sharing the results of these audits and consistently implementing their recommendations.
 - The district has a long-term capital plan that clearly and accurately reflects future capital development and improvement needs, including the need for educational and program facilities of adequate size.

- Review of the completed vision, mission, goals, and priorities for action that are outlined in a District Improvement Plan
- Approved School Improvement Plans that include measures of student achievement and growth
- Presentations to the Committee by building administrators and program directors on the extent of the attainment of the goals in the plans, particularly regarding student achievement

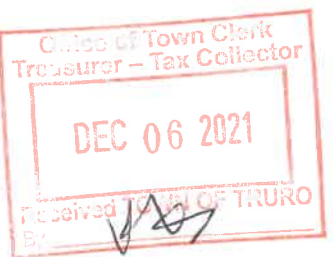
- Regular, timely, accurate, and complete financial reports are made to the school committee, appropriate administrators and staff, and the public;
- The completed budget is clear, current and comprehensive;
- Finance Director will present quarterly reports that accurately track district finances, using forecast mechanisms and control procedures to ensure that spending is within budget limits;
- A completed audit report will be presented to the School Committee annually; and
- The Director of Facilities shall annually present the district's ten-year Capital Plan and the requests for the coming fiscal year and update the Committee on progress to date.

Goal Two: Student Support: The School Committee shall ensure that the district provides quality programs that are comprehensive, accessible and rigorous for all students. Student academic support services and district discipline and behavior practices address the needs of all students; and the district is effective in maintaining high rates of attendance for students and staff and retains the participation of students through graduation.


OBJECTIVES	INDICATORS FOR SUCCESS	EVIDENCE
I. Academic Support:	<p>i. The School Committee supports district efforts to provide an effective system for identifying <u>all</u> students who are not performing at grade level.</p> <p>ii. The School Committee ensures that each school will provide additional support for individualized instruction through: early detection; tiered instruction; a data-driven approach to prevention; and support for all students, including those who experience learning and/or behavioral challenges.</p>	<p>a) Review and approval of completed School Improvement Plans</p> <p>b) District policies, procedures, and practices promoting high student achievement</p> <p>c) Presentations and reports by district program personnel</p>
II. Access and Equity:	<p>The School Committee will ensure that:</p> <p>i. district and school staff members work to close proficiency gaps by using aggregated and disaggregated data on student participation and achievement to adjust policies and practices and to provide additional programs or supports.</p> <p>ii. Inclusive classrooms and programs that use an integrated services model minimize separation of special populations from the mainstream of school activity.</p> <p>iii. The district and its schools work to promote equity through such means as increasing the proportion of underrepresented subgroups in advanced and accelerated programs.</p> <p>iv. Pathways exist for all students to be prepared for post-secondary education and career opportunities upon graduation.</p>	<p>a) Presentations to the School Committee by central and building administrators reviewing student performance data on statewide assessments (MCAS, ACCESS, SAT, Advanced Placement)</p> <p>b) Annual Presentation by Student Services Director and Director of ELL Services</p> <p>c) Annual Presentations by Counseling department.</p>
III. Educational Continuity and Student Participation:	<p>The School Committee shall promote:</p> <p>i. a school culture that emphasizes positive student behaviors using consistent discipline practices and effective classroom management.</p> <p>ii. District and school policies and practices that monitor, report and act upon student attendance.</p> <p>iii. efforts to make effective transitions for all students from one school, grade level, or program to another; entering students are promptly placed in educationally appropriate settings.</p> <p>iv. Fair and equitable practices to reduce suspensions, exclusions, and other discipline referrals.</p>	<p>a) Completion of policies and procedures specific to student attendance and absenteeism</p> <p>b) Presentations to the School Committee on student and staff attendance</p> <p>c) A comprehensive protocol for central registration</p> <p>d) Presentations by building administrators including suspension, discipline and dropout data</p>



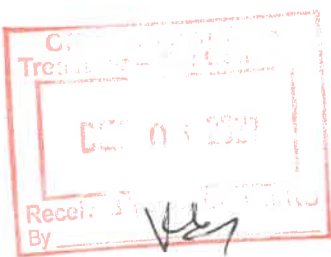
<p>IV. Partnerships and Services to Support Learning:</p>	<p>v. Policies and practices to reduce or minimize the dropout rate, and the district has practices to return dropouts to an educationally appropriate placement.</p> <p>The School Committee shall:</p> <ul style="list-style-type: none"> i. strive to ensure that each school creates a safe school environment and makes effective use of a system for addressing the social, emotional, and health needs of its students. ii. direct the district administration to develop strong working relationships with families and appropriate community partners and providers in order to support students' academic progress and social and emotional well-being. iii. ensure the district will advise of and assist parents in the use of Schoology in order to support students' academic progress. <p>V. Safety:</p> <p>The School Committee will:</p> <ul style="list-style-type: none"> i. strive to maintain safe environments that are clean, secure, well-lit, well-maintained, and conducive to student learning. ii. ensure that the administration has a comprehensive safety plan that is reviewed annually with local police and fire departments and is used to create aligned school plans. iii. ensure that the administration provides ongoing training for staff in dealing with crises and emergencies, as well as opportunities for all staff and students to practice safety procedures. iv. ensure preparation, adoption, and implementation of COVID safety protocols and procedures 	<ul style="list-style-type: none"> a) School Committee participation on Behavioral Task Force b) Attendance of School Committee members at school events where parents are present c) Presentations by school administrators on school/community partnerships. <ul style="list-style-type: none"> a) Participation on District Safety & Security sub-committee and presentation at School Committee meeting b) School Committee participation in an annual "walkabout" of the facilities and grounds
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Goal Three: Human Resources and Professional Development: The School Committee shall ensure that the district identifies, attracts, and recruits effective personnel, and structures its environment to support, develop, improve, promote, and retain qualified and effective professional staff who are successful in advancing achievement for all students.

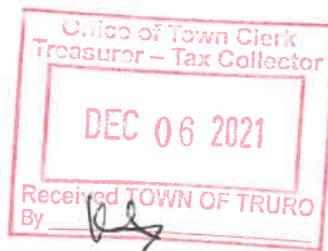
OBJECTIVES	INDICATORS FOR SUCCESS	EVIDENCE
<p>I. Staff Recruitment, Selection and Assignment:</p>	<p>The School Committee will ensure that:</p> <ol style="list-style-type: none"> The district has policies and practices to secure candidates who are committed and qualified to meet student needs, contribute to a professional learning community, and in the case of teachers, provide high quality instruction in their content area. The district works to attract quality candidates by appropriately compensating staff and by developing varied incentives and other strategies for recruiting and ensuring a diverse pool of high-quality candidates in hard-to-staff positions. The district places a high priority on retaining and maximizing the impact of effective professional staff by providing new roles and opportunities for growth and a career ladder. The district assists incoming teachers and administrators in acquiring adequate and affordable housing. 	<ol style="list-style-type: none"> School Committee agenda and minutes highlighting hiring updates Annual updates of Professional Teacher Status (PTS) School Committee participation in collective bargaining process District policies are created and/or revised as needed
<p>II. Supervision and Evaluation:</p> <p>III. Professional Development:</p> <div data-bbox="950 1774 1258 2005" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Office of Town Clerk Treasurer – Tax Collector</p> <p style="text-align: center; font-weight: bold;">DEC 06 2021</p> <p>Received TOWN OF TRURO By </p> </div>	<p>The School Committee will direct the administration to ensure that:</p> <ol style="list-style-type: none"> The district's evaluation procedure for teachers' performance is aligned to the supervision process, incorporates multiple sources of data including student achievement results, is effectively implemented by trained administrators, and fulfills the requirements of state law and regulation. The district promotes a culture of growth-oriented supervision through a combination of formal evaluations and ongoing instructional feedback. The district's evaluation procedure for administrators' performance meets the requirements of state law and regulation and is informative, instructive, and used to promote individual growth and overall effectiveness. Compensation and continued employment for administrators are linked to evidence of effectiveness, as assessed by improvement in student performance and other qualitative and quantitative school data. <p>The School Committee will direct the administration to ensure that:</p>	<ol style="list-style-type: none"> Annual updates to the School Committee of educator (teacher, teaching assistant and administrators) evaluation Collective bargaining process <ol style="list-style-type: none"> Approval of District Improvement and School Improvement Plans

	<p>i. District and school organization, culture and structures create a climate conducive to adult learning through effective communication, ongoing professional improvement and joint responsibility for student learning.</p> <p>ii. the district maintains a strong commitment to creating and sustaining a professional development program that supports educators at all stages in their careers, including induction and mentoring of new hires.</p> <p>iii. professional development programs and services are based on district priorities, information about staff needs, student achievement data, and assessments of instructional practices and programs at each school.</p>	<p>b) Presentation of Professional Development calendar</p> <p>c) Annual report: certification of professional staff</p>
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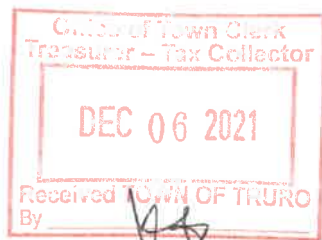


Goal Four: Curriculum, Instruction & Assessment: The School Committee shall ensure that the curricula and instructional practices in the district are developed and implemented to attain high levels of achievement for all students and that they are aligned with the state curriculum frameworks and revised to promote higher levels of student achievement. They shall also ensure that the district and school leadership use student assessment results, local benchmarks, and other pertinent data to advance student learning and inform all aspects of its decision-making including: policy development and implementation, instructional programs, assessment practices, procedures, and supervision.

OBJECTIVES	INDICATORS FOR SUCCESS	EVIDENCE
I. Aligned, Consistently Delivered, and Continuously Improving Curriculum:	<p>The School Committee will direct administration to ensure that:</p> <ul style="list-style-type: none"> i. each school's taught curricula a) are aligned to state curriculum frameworks and to the MCAS performance level descriptions, and b) are also aligned vertically (between grades) and horizontally (across classrooms at the same grade level and across sections of the same course). ii. the district has an established, documented process for the regular and timely review and revision of curricula based on valid research, the analysis of MCAS results and other assessments, and input from professional staff. iii. the district prepares, implements, and adapts remote and hybrid learning curricula and schedules 	<ul style="list-style-type: none"> a) School Committee agenda and minutes highlighting assessment data analysis b) Annual report by Superintendent and Curriculum Directors
II. Strong Instructional Leadership and Effective Instruction:	<p>The School Committee will direct administration to ensure that:</p> <ul style="list-style-type: none"> i. instructional practices are based on high expectations for all students and include use of appropriate research-based programs. ii. instruction focuses on effective planning detailing clear objectives, uses appropriate educational materials, and includes: a) a range of strategies, technologies, and supplemental materials aligned with students' developmental levels and learning needs; b) instructional practices and activities that build a respectful climate and enable students to assume increasing responsibility for their own learning; and c) use of class time that maximizes student learning. iii. district and school leaders address instructional needs and strengths that are identified through active monitoring of instruction and ongoing use of formative and summative student assessment data to guide instruction and determine individual remedial and enrichment requirements. iv. appropriate technology hardware and software (including for example Schoology) are obtained and distributed as necessary to fully implement remote and related learning. 	<ul style="list-style-type: none"> a) School Improvement Plans b) Data presentations to the School Committee detailing student achievement and staff growth
III. Sufficient Instructional Time:	<p>The School Committee will direct administration to ensure that:</p>	<ul style="list-style-type: none"> a) Presentations to the School Committee



	<p>i. The district allocates sufficient instructional time for all students in core content areas. The allocation of time is based on analyses of student achievement data and focused on improving proficiency.</p>	
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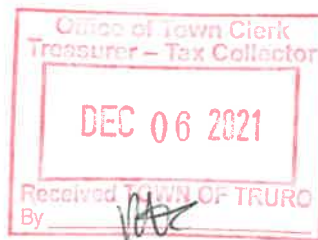
Mashpee School Committee School Year 21-22 Goal

During school year 2021 - 2022, the School Committee will monitor, evaluate, and support the Mashpee Public Schools' Plan for Success implementation.

Action Steps:

1. Establish a School Committee "Plan for Success" Working Group
 - a. Create a system to monitor, evaluate, and support Plan for Success Implementation
2. Participate in DEI learning opportunities and incorporate learning into our practice
3. Ensure that annual budget and multi-year financial plan are aligned with the *Plan for Success*
4. Increase opportunities for student voice and representation to inform school committee decision-making

The above goal and action steps were approved by School Committee vote (5-0) on September 22, 2021.



DEC 06 2021



MASHPÉE PUBLIC SCHOOLS

Plan for Success 2021-2025

Approved by the Mashpee School Committee on June 16, 2021

Planning for Success
in Massachusetts

MISSION

The Mashpee Public Schools ensure a student-centered, comprehensive program of rigor, scope, and depth that prepares all students to be college, career, service, and civic ready and teaches respect and acceptance of others.

VISION

Every student, every day, is safe, respected, and engaged
to achieve academic and social growth in a personalized learning environment.

CORE VALUES

1. We value our students, staff, and community.
2. Every decision we make is learner-driven to improve student outcomes.
3. Our classroom instruction and interventions are informed through observations and data-informed problem-solving.
4. Our district academic and behavioral protocols are implemented with fidelity.
5. Our professional learning and collaboration improve educator practice by focusing on student learning and on teaching practices that are implemented with fidelity.
6. We establish and sustain partnerships to ensure that all students are college, career, service, and civic ready.

THEORY OF ACTION

If we fully implement the four strategic objectives listed below, then every student, every day, is safe, respected, and engaged to achieve academic and social growth in a personalized learning environment.

FOUR PILLARS OF SUCCESS

Portrait of the Graduate	Diversity, Equity, & Inclusion	Teaching & Learning	Mashpee: A Connected Community
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STRATEGIC OBJECTIVES

1. Fully implement the Mashpee Public Schools' Portrait of the Graduate	2. Honor diversity, provide equity, and ensure inclusion throughout the Mashpee Public Schools	3. Fully align teaching and learning PreK - 12 with our Multi-Tiered System of Supports (MTSS) framework.	4. Strengthen & grow positive & reciprocal relationships between the District & the community
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STRATEGIC INITIATIVES

1.1 Identify grade-level expectations for each Portrait of a Graduate competency.	2.1 Analyze and expand district-wide systems to ensure all students, especially those from historically marginalized groups, can access the entire scope of opportunities	3.1 Renew our multi-tiered system of supports (MTSS) framework with all staff and ensure implementation thereof with fidelity	4.1 Create, implement and maintain an integrated website to increase accessibility for all users
1.2 Communicate our Portrait of a Graduate competencies to all stakeholders.	2.2 Establish student voice opportunities to impact/influence outcomes	3.2 Develop a system that identifies instructional resources and strategies that are targeted to meet each student's needs within Tier 1 and Tier 2	4.2 Renew and cultivate community partnerships with the intention of improving outcomes for all stakeholders

1.3 Reflect the Portrait of a Graduate competencies in PowerSchool and on report cards	2.3 Provide culturally responsive, audience-specific communication that addresses barriers	3.3 Provide relevant staff professional development	4.3 Provide students with real-world opportunities for application of their skills/knowledge
1.4 Incorporate student voice and ownership through individual student electronic portfolios (i.e. Google sites) reflecting achievement of grade-level Portrait of a Graduate competencies.	2.4 Create and provide programming that honors the diversity represented in our community and beyond	3.4 Create an effective system for curriculum oversight, revision, and alignment	4.4 Showcase accomplishments and talents of our students and staff
	2.5 Recruit staff members who more closely reflect our students and provide a support system that nurtures long-term employment	3.5 Utilize data collected through the educator supervision and evaluation process to inform whole school and individual professional development	4.5 Regularly gather information/feedback from stakeholders to inform future planning
	2.6 Provide training to ensure a district-wide culture of diversity, equity and inclusion		4.6 Provide communications targeted to specific audiences

OUTCOMES

OBJECTIVE 1 (PORTRAIT OF A GRADUATE)

- A. By June 30, 2025, all Mashpee stakeholders (e.g. students, staff, school committee, parents/caregivers, municipal partners, business community, taxpayers) will understand and value our Portrait of a Graduate, as evidenced by the widespread use of the philosophy throughout all stakeholder groups.
- B. By June 30, 2025, all Mashpee educators will align curriculum, instruction, and assessments with the Portrait of a Graduate competencies as evidenced through classroom observations, lesson plans, and student work.
- C. By June 30, 2025, all Mashpee students will be able to demonstrate the competencies contained in the Portrait of a Graduate as evidenced through a variety of assessment tools.

OBJECTIVE 2 (DIVERSITY, EQUITY, AND INCLUSION)

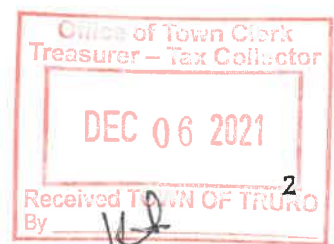
- A. By June 30, 2025, all students will grow in their attainment of skills, knowledge, and self-confidence to access all learning opportunities, as evidenced by student participation and performance data.
- B. By June 30, 2025, our staff will more closely reflect our school community, and all students and staff will feel honored and valued for who they are, as evidenced by staffing data analysis and student/staff surveys.

OBJECTIVE 3 (TEACHING AND LEARNING)

- A. By June 30, 2025, all PreK - 12 teaching and learning will be fully aligned with our multi-tiered system of supports (MTSS) framework, resulting in all students meeting or exceeding academic and social-emotional learning grade-level expectations, as evidenced through a variety of assessment tools.

OBJECTIVE 4 (MASHPEE - A CONNECTED COMMUNITY)

- A. By June 30, 2025, all stakeholders will be able to articulate the value that the Mashpee Public Schools bring to our connected community, with growth measured through year-over-year stakeholder feedback.



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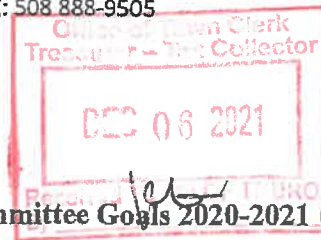
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Sandwich School Committee Goals 2020-2021 Goals

Sandwich School District Mission Statement: In partnership with families and the community, we support, inspire and empower students to become confident lifelong learners and prepare them to be the navigators of their own futures.

Goal 1- District Development

The School Committee will Review and Enhance Racial Justice, Equity, and Cultural Responsiveness¹ in Teaching/Learning, Human Resources/Talent Development, and Community Interactions

Description: In accordance with File AC: Non Discrimination and the district mission statement (see above) of the Sandwich School Committee Policy handbook, we will promote, honor, and celebrate diverse perspectives, especially those of Black, Indigenous, and People of Color (BIPOC) among our students, staff members, and families through the development of antiracist and antibias policy, curriculum, professional development, and hiring practices.

Action Steps:

- Create an Anti-Racism Advocacy Sub-committee made up of community stakeholders to meet regularly to promote a conversation among students, staff, parents/guardians, and community stakeholders about how the Sandwich Public Schools can enhance racial justice, equity, and cultural responsiveness in academic and co-curricular experiences for our students and human resources/talent development for staff.
- Develop a schedule to regularly review and where practicable enhance policies, procedures, and interactions relative to the School Committee Non-Discrimination outcomes.
- Research and establish a plan to increase diversity in hiring practices

Benchmarks:

- By December 2020 we will establish a membership and meeting schedule for advisory committee and have convened at least once

¹ Cultural Responsiveness (Zaretta Hammond) "is a way to use culture to build trust and relationships with students as well as to develop the cognitive scaffolding that build on the broader knowledge students already have so they can become competent, independent learners."

- By December 2020 we will update the School Committee handbook (and school handbooks) to reflect our commitment to diversity, inclusion and the clear prohibition and discipline of discrimination and hate speech.
- By June 2021, invite administrators to make 2-3 presentations on the newly implemented curricula and professional development around racism and racial justice.

Goal 2: Professional Practice

The School Committee will improve and enhance engagement and communication with the Sandwich community and governing boards.

Description: As per the School Committee Handbook: "Members of the Sandwich School Committee will lead by example, knowing that to create trust between the community and the committee, mutual respect must be fostered, and is required for School committee to succeed in its endeavors. We encourage respectful debate and differing points of view, knowing that we learn important information through discourse." We pledge to work to hear all voices and opinions and solicit input from the Sandwich community and elected officials while respecting Open Meeting Laws.

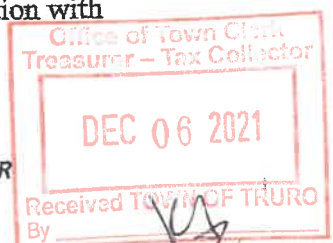
Action Steps:

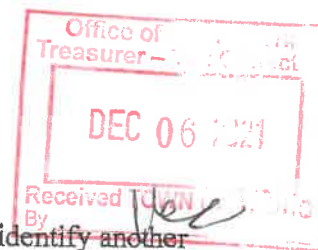
- Increase awareness of school community meetings through various methods of communication to facilitate access.
- Meet and communicate more regularly with Finance Board and Selectmen around budgetary and other concerns.
- Review or participate in MASC training around communication, open meeting laws, and community engagement.
- Establish regular, two-way communication with the ESL Director to ensure language is not a barrier to participation (investigating possible translation tools and services for SC meeting agendas, minutes, and school website information)
- Work with The Enterprise and other local publications to share school committee news
- Enhance student engagement in policy decisions by either enhancing the Student Representative responsibilities and/or regular communication with another student liaison
- Update policies around communication and transparency according to MASC guidelines.

Benchmarks:

- By December, 2020, with the help of IT and possible family survey, identify and put into practice two communication strategies/methods using various technologies to increase community involvement in school processes. Possible examples include: establish an email list and/or robocall phone list that includes diverse stakeholders and send out regular SC updates, utilizing translation software for email/website information
- By December, 2020, conduct at least one workshop with the Finance Board and Selectmen regarding the 2022 budget.
- By June, 2021, each committee member will participate in one training opportunity through MASC or self-selected reading, etc. to further understanding of communication with community stakeholders.

SANDWICH PUBLIC SCHOOLS IS AN EQUAL OPPORTUNITY EMPLOYER





- By October 2020, update the Student Representative responsibilities OR identify another student liaison to solicit peer feedback to share with the school committee during the bi-monthly report.

Goal 3: Teaching and Learning

The Sandwich School Committee will ensure academic, social-emotional, and curricular supports are in place for all three cohorts of in-person, remote and hybrid learning and that supports are distributed equitably among stakeholders.

Key Actions:

- Get feedback from students, families, and teacher to determine efficacy of hybrid/remote/in-person learning
- Advocate at the legislative level for funding and resources to support remote and hybrid and in person learning
- Establish school resources for students and families who need extra support for remote and hybrid learning (regular check ins, technology help, counseling, etc.)
- Identify community resources for students and families who need extra support (partner organizations)
- Prioritize the update of all relevant policies according to MASC guidelines.

Benchmarks:

- By December 2020, conduct at least one survey of students, staff, and families to gather data about efficacy and equity of remote/hybrid/in-person learning
- By November, 2020, identify families struggling with remote/hybrid learning and establish two-way contact with a point person to coordinate extra support.
- By December, 2020, establish partnerships with three local community organizations that can provide resources to families who are struggling with hybrid/remote learning
- By December, 2020, submit at least one statement to the state legislature in support of full funding for resources during Covid19.

Goal 4: Facilities/Technologies

We will ensure that supports are in place for in-person/remote/hybrid learning from a facility and technology standpoint.

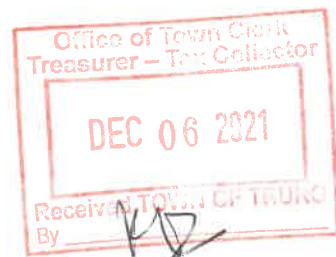
Key Actions:

- Ensure that HVAC and air quality is safe and updated according to current CDC safety standards
- Ensure every student has access to the necessary technology (computer and internet access) to participate in remote learning activities

- Ensure staff has access to the necessary technology and training to provide robust remote learning opportunities for students
- Advocate at the legislative level for safe learning environments for staff and students
- Update all relevant policies according to MASC guidelines

Benchmarks:

- By August 31, 2020 request and receive updated information about HVAC systems in schools from independent consultant
- By September 15, survey families and provide devices and internet support to families who need them
- By October 2020, submit at least one statement to the state legislature in support of funding for safe facilities and technology support during COVID



Falmouth School Committee Goals 2020-2021

Goal #1: COVID-19 Communication

Falmouth School Committee will support the superintendent in efforts to keep schools safe, open, and students engaged during in-person or remote learning, as appropriate. Falmouth School Committee will support the Falmouth Public Schools' communication around COVID-19 with openness and transparency, including presentations and information sharing from community experts.

Key Actions:

- Invite community members who are health and safety experts to present at school committee meetings.
- Identify and outreach to key groups within the community and share resources.

Measure of Success:

- School Committee meeting agendas that document participation from health and safety experts.
- Monthly (or as needed) communication with identified key community groups, e.g, emails, meeting presentations, video, newspaper, FCTV.
- Survey results from the Falmouth Public Schools community (coordinate with the Superintendent around question development).

Goal #2:

Falmouth School Committee will build a foundation of knowledge and understanding around equity, access, inclusion, diversity, and systemic racism.

Key Actions:

- Define the terms: equity, access, inclusion, diversity, and systemic racism.
- Read a book, watch a video, and/or participate in a webinar focused on equity, access, inclusion, diversity, and systemic racism, e.g. *White Fragility*. Other resources to be provided.
- Share educational resources between school committee members.
- Participate in Cultural Responsiveness training.
- Invite the Wampanoag Tribe to present to the school community.
- Be active members in the "Building Partnerships for Native Students" committee organized by Nicole Bartlett.
- Participate in crafting the Affirmative Action/Diversity Coordinator Job Description
 - g., solicit public input; offer school committee input; participate in the Town/School working group.
- Continue to have a school committee representative on the Affirmative Action committee.
- Participate in the March 2, 2021 training with Dr. Kalise Wormum.
- Identify a consultant to facilitate conversations around equity, access, inclusion, diversity, and systemic racism among school committee members.

Measure of Success:

- Definition of terms
- Explored educational resources
- Agendas from school committee meetings and sub-committee meetings that reflect key actions
- Facilitated discussion with a consultant and school committee members

Last Modified on December 16, 2020

