

Superintendent Goals: 2018-2019

PERFORMANCE BENCHMARKS: YEAR-END REPORT

Aligned to Superintendent Evaluation Form (2018-2019)

Robert A. Tremblay, Ed.D., Superintendent
Framingham Public Schools

Presentation to the Framingham School Committee: June 5, 2019

Student Learning Goal: Improved Academic Performance & Equity of Opportunity for Students

Using a district-developed data dashboard to drive conversations between district level and school building leaders, the Framingham Public Schools will focus on addressing the opportunity gap while simultaneously raising an awareness within the school leadership team around school belonging and matters of equity and inclusion for all Framingham students.

Superintendent Rubric: Indicator I-B-1 - Instructional Practices
 Indicator I-B-2 - Quality of Effort and Work
 Indicator I-B-3 - Diverse Learners' Needs
 Indicator I-D-2 - Observations and Feedback
 Indicator I-D-4 - Alignment Review
 Indicator I-E-1 - Knowledge and Use of Data
 Indicator I-E-2 - School and District Goals
 Indicator I-E-3 - Improvement of Performance, Effectiveness, and Learning

Strategic Plan: Standard I: Curriculum, Planning & Assessment
 Standard II: Teaching All Students
 Standard IV: Professional Culture

Key Participants: Office of Teaching & Learning with support from the Statewide System of Support (formerly DSAC)
 Office of Technology
 Office of Bilingual Education
 Office of Special Education
 Fine & Performing Arts Department
 Health & Wellness Department
 Office of Human Resources
 Office of Equity, Diversity & Community Development

Student Learning Goal: Improved Academic Performance & Equity of Opportunity for Students

Specific Action Steps	Timeline	Expected/Measurable Outcomes
<p>School improvement status meetings with Superintendent, Assistant Superintendent for Elementary/Secondary Education, and individual Principals</p> <p><i>Comprehensive data review file used at each meeting is located here</i></p>	<p>Monthly & twice monthly for schools in proactive turnaround - Each visit is approximately 3 hours</p>	<p>Improved calibration of instructional observations as demonstrated by regular walkthroughs and hallway check-ins where each observer is within one point of one another on a 0-5 scale</p> <p>Increased awareness and decrease in chronic attendance challenges as indicated on the year-over-year DESE accountability report</p>
<p>PreK-12 Leadership Team (vertical) meetings with all district and school-level leaders</p>	<p>Quarterly</p>	<p>Check-ins with the entire district Leadership Team to ensure consistency of practice and share information and/or provide professional development that is relevant for everyone (e.g., A.L.I.C.E. Training, legal compliance seminars)</p>

Evidence of Progress Toward Goal		
Action Item	Chronology	Deliverables/Comments/Notes
<p>School Improvement Meetings: <u>Framingham High School</u></p>	<p>October 12, 2018 November 2, 2018 January 10, 2019 February 28, 2019 April 11, 2019 May 30, 2019</p>	<p>See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated</p>
<p>School Improvement Meetings: <u>Framingham High School - Thayer Campus</u></p>	<p>October 11, 2018 November 30, 2018 January 17, 2019 March 7, 2019</p>	<p>See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated</p>
<p>School Improvement Meetings: <u>Cameron Middle School</u></p>	<p>September 13, 2018 November 2, 2018 December 14, 2018</p>	<p>See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated</p>

	January 25, 2019 May 10, 2019	
School Improvement Meetings: <u>Fuller Middle School</u>	September 6, 2018 September 27, 2018 December 6, 2018 January 3, 2019 February 14, 2019 March 15, 2019 April 4, 2019 May 2, 2019 May 23, 2019 June 14, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>Walsh Middle School</u>	September 20, 2018 December 20, 2018 February 7, 2019 May 8, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>BLOCKS Preschool</u>	September 4, 2018 October 15, 2018 December 12, 2018 January 22, 2019 February 25, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>Barbieri Elementary School</u>	September 17, 2018 October 9, 2018 December 11, 2018 January 15, 2019 February 27, 2019 March 20, 2019 April 22, 2019 June 3, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>Brophy Elementary School</u>	September 7, 2018 September 26, 2018 November 28, 2018 February 12, 2019 April 3, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated

	June 6, 2019	
School Improvement Meetings: <u>Dunning Elementary School</u>	September 24, 2018 October 10, 2018 December 5, 2018 January 8, 2019 February 5, 2019 March 12, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>Hemenway Elementary School</u>	September 25, 2018 October 24, 2018 November 19, 2018 December 17, 2018 January 16, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>King Elementary School</u>	September 11, 2018 October 3, 2018 December 3, 2018 January 2, 2019 February 4, 2019 April 30, 2019 May 21, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>McCarthy Elementary School</u>	September 12, 2018 September 21, 2018 October 22, 2018 November 26, 2018 December 18, 2018 February 6, 2019 March 13, 2019 April 29, 2019 June 5, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated
School Improvement Meetings: <u>Potter Road Elementary School</u>	September 18, 2018 October 23, 2018 December 10, 2018 January 14, 2019 March 18, 2019 April 22, 2019	See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated

<p>School Improvement Meetings: <u>Stapleton Elementary School</u></p>	<p>September 5, 2018 October 1, 2018 November 27, 2018 January 29, 2019 March 5, 2019 April 30, 2019</p>	<p>See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated</p>
<p>School Improvement Meetings: <u>Woodrow Wilson Elementary School</u></p>	<p>October 2, 2018 October 16, 2018 December 4, 2018 January 9, 2019 January 28, 2019 February 13, 2019</p>	<p>See Framingham Public Schools Strategic Plan: 2017-2020 - Annotated</p>

District Improvement Goal 1: Framingham Public Schools Action Civics Commission (ACC)

The Framingham Public Schools **Action Civics Commission** has been established to lift student voice as we work collaboratively to improve the educational experience across the Framingham Public Schools based on input from our most important stakeholders.

Superintendent Rubric: Indicator III-B-1 - Student Support
 Indicator IV-E-1 - Shared Vision Development

Strategic Plan: Standard II: Teaching All Students
 Standard III: Family and Community Engagement
 Standard IV: Professional Culture

Key Participants: Assistant Superintendent for Secondary Education
 Assistant Director of Secondary Education
 Dr. Kaylene Petrin
 Ms. Erin Powers
 FPS History/Social Studies/Government Teachers
 Selected Students - Grades 9-12 (scaled from the original proposal)

District Improvement Goal 1: Framingham Public Schools Action Civics Commission

Specific Action Steps	Timeline	Expected/Measurable Outcomes
Through a series of civics-embedded actions, the FPS Action Civics Commission has been established to lift student voice as we work collaboratively to improve the educational experience across the Framingham Public Schools based on input from our most important stakeholders.	November 2018 - May 2019	Through their participation in the FPS Action Civics Commission, Framingham High School students discussed, researched, debated, and developed a revised homework policy for Framingham High School for consideration by the Framingham School Committee.

Evidence of Progress Toward Goal		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
Concept brainstorming session with Framingham educators and department heads	November 6, 2018	<ul style="list-style-type: none"> • Development of a shared GoogleDoc for continued program development/brainstorming, student selection, and next steps
Articulation of Action Civics Commission goals and overall programmatic structure	November 2018	<ul style="list-style-type: none"> • Detail of student selection process • Connection to content (civics) • Identification of adult leader and parent volunteer(s)
Follow-up brainstorming session with Framingham educators and department heads	January 8, 2019	<ul style="list-style-type: none"> • Review of GoogleDoc notes • Identification of Next Steps <ul style="list-style-type: none"> ○ Classroom Conversations ○ Student Selection ○ Curriculum Alignment
Letter of Invitation and participation authorization to ACC Student Delegation	March 8, 2019	<ul style="list-style-type: none"> • GoogleDoc shared with teacher team for feedback • Meeting/coordination with Framingham City Council Education Subcommittee (Youth Council)
ACC Meetings	March, 2019 through May, 2019	<ul style="list-style-type: none"> • Stakeholder survey planning & data collection • Draft of revisions to existing FPS Homework Policy • Presentation Planning
Presentation of proposed revised Homework Policy	May 29, 2019	<ul style="list-style-type: none"> • ACC solicits feedback from FHS Staff during a staff meeting, facilitated by the students
Presentation to Framingham School Committee	June 5, 2019	<ul style="list-style-type: none"> • Initial student presentation to the Framingham School Committee as aligned with the Superintendent's District Improvement Goal. Suggested next sep: - Review by the School Committee Policy Subcommittee prior to a formal first reading by the School Committee

District Improvement Goal 2: Framingham Public Schools Enrollment & Facilities Planning

Enrollment in the Framingham Public Schools continues to grow at a rate that has outpaced the capacity of the district to provide equitable educational programming through the allocation of quality instructional space. To address this need, the Framingham School Committee, together with the Superintendent of Schools and his Senior Leadership Team, will prioritize the development of its budget and appropriately align policies to ensure that all Framingham students are afforded the opportunity to learn in school buildings that are conducive to supporting 21st century learning.

Superintendent Rubric: Indicator IV-A-1 - Commitment to High Standards
 Indicator IV-A-2 - Mission and Core Values
 Indicator IV-E-1 - Shared Vision Development
 Indicator IV-F-3 - Consensus Building

Strategic Plan: Standard II: Teaching All Students
 Standard III: Family and Community Engagement
 Standard IV: Professional Culture

Key Participants: Mr. Joseph Corazzini, Assistant Superintendent for Equity, Diversity & Community Development
 Mr. Lincoln Lynch, Executive Director of Finance & Operations
 Mr. Matt Torti, Director of Buildings & Grounds
 Mr. George Carpenter, Director of Technology
 Ms. Mikaele Neves, Director, Framingham Parent Information Center (PIC)
 Ms. Rosie Alvarez, Director, BLOCKS Preschool
 Ms. Laura Spear, Director of Special Education
 Ms. Gen Grieci, Director of Bilingual Education
 Ms. Anna Cross, Retired Director, Framingham Parent Information Center
 Dr. Jerome McKibben Demographic Research, LLC

District Improvement Goal 2: Framingham Public Schools Enrollment & Facilities Planning

Specific Action Steps	Timeline	Expected/Measurable Outcomes
<p>Superintendent to assemble a Enrollment & Facilities Planning Task Force (Task Force) to take on the work of enrollment forecasting and short- and long-term facilities planning and present a report to the School Committee (Policy CE)</p>	<p>September 2018 through June 2019</p>	<p>Accurate forecasting of student enrollment for the next 10 years (through 2028) as a driver for school building project priorities</p> <p>Evaluation of the current school choice lottery system, elementary to middle school “feeder” system, accurate enrollment forecasting, community input, community confidence in long-term educational infrastructure, transportation, early childhood program expansion, Adult ESL program expansion, alternative education, future school construction projects/location and availability of suitable sites</p>

Evidence of Progress Toward Goal		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
<p>Initial Task Force Meeting: Identification of priorities, key participants in discussion and planning, dissemination of prior reports/studies</p>	<p>October 3, 2018</p>	<p>Task Force Developed & Shared GoogleDrive Created</p>
<p>Meeting with Dr. Jerome N. McKibben, Senior Demographer with McKibben Demographic Research; Lincoln Lynch, Executive Director of Finance & Operations; Nancy Piasecki, Executive Director of the Office of the Superintendent;</p>	<p>November 1, 2018</p>	<p>McKibben Demographic Research to provide:</p> <ol style="list-style-type: none"> 1. Population estimates for 2015 and population forecasts for the years 2020, 2025 and 2030 by age, sex, and total population for nine elementary schools, three middle schools, and one high school attendance areas of the Framingham Public Schools; 2. Enrollment forecasts by grade for the years 2019-2020 to 2028-2029 inclusive, for the one preschool, nine elementary, three middle school,

		<p>and one high school attendance areas of the Framingham Public Schools;</p> <p>3. Executive summary describing the methodology, assumptions, and historical patterns used in the calculations of the forecasts. Tables and graphs describing the demographic characteristics and dynamics of the school district and its attendance areas will also be provided;</p> <p>4. Geo-coding of all 2018-2019 students by residence and school attended. Live/attend matrix and maps will be produced for all facilities.</p>
<p>Framingham High School Space Needs Review Meeting</p>	<p>November 6, 2018</p>	<p><u>Attendees:</u> M. Torti, A. Ludes, L. Lynch, N. Piasecki, C. Banach, M. McGilvray, R. Tremblay</p> <p>TBA Architects was initially engaged by the City of Framingham Public Schools in 2017 to review general space utilization of Framingham High School (FHS) - grades 9-12 - to prepare a high level conceptual plan for the potential interior reconfigurations and additions to accommodate steadily increasing enrollment. Phase II of the Space Needs Study at FHS will provide more detailed information about how to maximize the space available and to determine future facility expansion (in tandem with demographic study) and provide the district with recommendations on next steps.</p> <p><u>Timeline:</u></p> <ol style="list-style-type: none"> 1. Solicit Vendor Quotes for Phase II of the Space Needs Study at FHS (November) 2. Conduct Phase II Space Needs Study at FHS

Task Force Meeting 2: Update on Demographer Selection and scope of work; Review of Enrollment Dashboard - Framingham Student Population Map	November 6, 2018	Attendees: G. Carpenter, J. Corazzini, L. Lynch, A. Cross, R. Gallagher, R. Alvarez-O'Neil, R Tremblay, N. Piasecki, M. Torti, M. Neves
McKibben Demographic Research Presentation to the Framingham School Committee	February 27, 2019	Attendees: Dr. McKibben, Task Force Members
TBA Architects, Inc. Presentation to the Framingham School Committee	May 1, 2019	Framingham High School Space Needs Study Update

Proposed Next Steps:

Given the enrollment forecast prepared by McKibben Demographic Research coupled with the FHS Space Needs Study prepared by TBA Architects, I am proposing that among the goals to be established for next year is the evaluation and reallocation of space at Framingham High School to accommodate the forecasted enrollment swell. This will be a collaborative process that will include key members of the FPS Senior Leadership Team, Framingham High School (FHS) administrators, Building & Grounds administrators, FHS Staff, and representation from the Framingham School Committee through its relevant Subcommittee.

Professional Practice Goal 1: Portuguese Language Acquisition

Specific Action Steps	Timeline	Expected/Measurable Outcomes
<p>In an effort to better communicate and engage with families in the Framingham Public Schools, I will begin a course of study to become conversant in the Portuguese language through the use of an online learning platform (Rosetta Stone), weekly individual tutoring sessions with a native Portuguese speaker/tutor, and participation in community/hosted events with opportunities to engage with families in Portuguese</p>	<p>July 2018 - June 2019</p>	<p>Demonstrated ability to communicate (and comprehend) in Portuguese, with basic proficiency, by June 2019</p> <p><i>Demonstration of a book reading to a Dual Language Portuguese class at Potter Road Elementary School can be found here</i></p>

Evidence of Progress Toward Goal		
Action Item	Chronology	Deliverables/Comments/Notes
<p>Prepared videos in three language (English, Spanish, and Portuguese) to welcome families to the Framingham Public Schools and to personally invite them to our first annual Back-to-School Picnic</p>	<p>July/August 2018</p>	<p>Framingham Public Schools Website</p>
<p>Online Training (RosettaStone) and Tutoring Sessions with Natalia Maiella/Andrea Dos Santos</p>	<p><u>Scheduled Tutoring Sessions:</u></p> <ol style="list-style-type: none"> 1. December 21, 2018 2. January 10, 2019 3. January 18, 2019 4. January 22, 2019 5. February 4, 2019 6. February 14, 2019 7. March 8, 2019 8. April 23, 2019 9. May 7, 2019 	

Proposed Preliminary Goals for 2019-2020

Note: What is stated below are the broad concepts which, when fully vetted, will be presented as SMART goals for 2019-2020. These concepts are an extension of the work that was started in 2018-2019.

1. Framingham Public Schools Strategic Plan: 2020-2023

The Framingham Public Schools district leadership team will be using the Massachusetts Planning and Implementation Framework ([Planning for Success](#)) model with facilitated training beginning at our Summer 2019 Leadership Team Retreat and into the 2019-2020 school year to develop the next iteration of the Framingham Public Schools multi-year Strategic Plan. As provided on the Massachusetts Department of Elementary & Secondary Education website, Planning for Success (PfS) is an inclusive, hands-on planning process designed to build district and school capacity and coherence while also building community understanding and support.

2. Framingham High School (FHS) Space Reorganization

Given the enrollment forecast prepared by McKibben Demographic Research coupled with the FHS Space Needs Study prepared by TBA Architects, I am proposing that among the goals to be established for next year is the evaluation and reallocation of space at Framingham High School to accommodate the forecasted enrollment swell. This will be a collaborative process that will include key members of the FPS Senior Leadership Team, Framingham High School (FHS) administrators, Building & Grounds administrators, FHS Staff, and representation from the Framingham School Committee through its relevant Subcommittee.

3. PreSchool Expansion Research & Implementation Plan

Recognizing that an investment in tuition-free, early (pre-Kindergarten) education will yield improved long-term performance outcomes for students, I will continue my exploration of Pre-Kindergarten/Kindergarten Early Childhood Centers with consideration of:

1. Existing and forecasted enrollment projections and the need for additional space at each of the district's elementary schools without having to use modular units for instruction and support services

2. Available property in the City of Framingham (collaborative effort with SIFOC and the City's Community & Economic Development Division)
3. Potential for expanded partnerships (cost-sharing and instructional) with local post-secondary institutions that provide courses of study for aspiring teachers
4. Potential for partnerships with local non-profit organizations that provide support for expanded early childhood education