

**S.M.A.R.T. Goals 2009-2010**

(10/5/09)

*Due Dates: 9/09  
Mid year update: 2/10  
Final Update: 6/10*

- S** pecific
- M** easurable
- A** ttainable
- R** elated to Student Academic Outcomes
- T** ime-bound

<b>Goal #1. Embracing our Changing Demographics</b>					
<b>Statement of Purpose</b>	<b>Strategies</b>	<b>Timeline: Date task will be completed</b>	<b>Lead Parties</b>	<b>Measurable Outcomes</b>	<b>Progress</b>
<p>Over the last 30 years, the Acton and Acton-Boxborough Schools have seen and incorporated a variety of educational trends and shifts. Consequently, the school community has recognized the values of diversity and global awareness and its opportunity for improving student growth and achievement. With feedback from the Educational Values and Interests survey, we now begin the task of integrating the ideas from home, community, faculty and staff to determine common ground for discussion. We are committed to celebrating the many cultures which comprise our student body and community and ensuring that all of our students and staff, regardless of background or experience are treated fairly and respectfully.</p>	<ol style="list-style-type: none"> <li>a. Compile data from both surveys</li> <li>b. Integrate data to document culturally relevant themes.</li> <li>c. Offer community forums in selected locations to share survey results and themes.</li> <li>d. Identify culturally relevant themes regarding differing goals and perspectives.</li> <li>e. From examination of data, strategically plan curriculum choices reflecting culture and climate.</li> </ol>	<p>To be completed by March 2010</p>	<p>Superintendent, Director of Pupil Services</p>	<ul style="list-style-type: none"> <li>• Completion of a written report, including written recommendations from data analysis, community forums, and sub-committee work</li> <li>• Written recommendations for building based curriculum choices, reflecting culture and climate</li> </ul>	

<b>Goal #2. Review and Refine the District's Financial Plan to Meet Federal, State and local funding sources, while meeting the needs of all students.</b>					
<b>Statement of Purpose</b>	<b>Strategies</b>	<b>Timeline: Date task will be completed</b>	<b>Lead Parties</b>	<b>Measurable Outcomes</b>	<b>Progress</b>
<p>The community places a high value on the preservation of an excellent education for its students and highly involved citizenry. In light of the current economic picture, identifying new sources of revenue, reviewing personnel needs and costs, as well as actively engaging in community forums and discussions will be required to manage what can only be described as a fiscal crisis for our schools. State revenues will be volatile as we proceed with budgetary planning and we anticipate that 9c cuts within the current fiscal year will impact FY11 projections.</p>	<ol style="list-style-type: none"> <li>a. Define budget assumptions for FY11. Prepare budget calendar.</li> <li>b. Identify specific FY11 budget projections.</li> <li>c. Prioritize personnel needs and costs as well as curriculum/program needs.</li> <li>d. Re-evaluate school choice opportunities.</li> <li>e. Continue an active partnership with the Acton Leadership Group (ALG) and the Boxborough Leadership Forum (BLF).</li> <li>f. Facilitate a process that seeks input from the community, district staff and faculty, Board of Selectmen, and the Finance Committees of Acton and Boxborough.</li> <li>g. Identify long-range needs and develop a rational capital management program.</li> <li>h. Consider structural re-organization and/or cost cutting or cost savings options for district personnel and programs</li> <li>i. Monitor and evaluate use of ARRA funds, Chapter 70 and IDEA related.</li> </ol>	<p>Ongoing through the fiscal year</p>	<p>Superintendent, Director of Finance</p>	<ul style="list-style-type: none"> <li>• Prepare a budget model for FY11 that fits within available revenues.</li> <li>• Provide written predictions of revenues and expenses for FY12 and FY13, including but not limited to health insurance, circuit breaker, and transportation reimbursement.</li> </ul>	
<b>Goal #3. Enhancing Curriculum, Instruction and Assessment</b>					
<b>Statement of Purpose</b>	<b>Strategies</b>	<b>Timeline: Date task will be completed</b>	<b>Lead Parties</b>	<b>Measurable Outcomes</b>	<b>Progress</b>
<p>We emphasize high academic expectations in the arts, humanities, and sciences and are dedicated to empowering students to be involved, active learners who work hard, think and communicate skillfully, and develop critical thinking skills. To that end, we are committed to high quality staff providing a range of high quality academic programs, and instructional strategies that address different learning styles. We are also committed to using assessment measures which clearly measure our students' progress toward accomplishing curriculum goals.</p>	<ol style="list-style-type: none"> <li>a. Conduct Year 2 of the K-12 curriculum review process for Visual Arts</li> <li>b. Conduct Year 1 of the K-12 curriculum review process for English Language Arts</li> <li>c. Provide professional targeted development opportunities for faculty and staff.</li> <li>d. Continue with the NEASC study at the ABRHS to prepare for the accreditation team in October 2010.</li> <li>e. Provide district-wide Category 1 ELL training as mandated by DESE.</li> <li>f. Enhance the district's capacity to utilize</li> </ol>	<p>By June 2010</p>	<p>Superintendent, Assistant Superintendent</p>	<ul style="list-style-type: none"> <li>• Document and share revised and new curriculum documents on the district website.</li> <li>• Document all professional development offerings and their connection to district goals.</li> <li>• As part of the self-study process, submission of written reports for each of the NEASC standards (<i>ABRHS only</i>)</li> <li>• Successful completion of district wide ELL Category 1 Training; improve</li> </ul>	

	<p>technology both as an instructional as well as an administrative tool.</p> <p>g. Expand the district's capacity to use data to assess programs and student work, including a plan for students not succeeding on the MCAS.</p>			<p>MEPA/MELA-O scores by 5%.</p> <ul style="list-style-type: none"> <li>Document a written plan that summarizes district sponsored initiatives to improve the technical literacy of staff, including but not limited to PowerSchool enhancements.</li> <li>Summarize the results of student performance on MCAS including an analysis of the sub-groups involved that identifies and addresses the needs of students for successful participation and the meeting of AYP requirements.</li> </ul>	
<b>Goal #4. Supporting Students within a Positive School Culture and Climate</b>					
<b>Statement of Purpose</b>	<b>Strategies</b>	<b>Timeline: Date task will be completed</b>	<b>Lead Parties</b>	<b>Measurable Outcomes</b>	<b>Progress</b>
Pupil Services continues our efforts in supporting building based initiatives on wellness, school safety, stress management, with a special emphasis on anti-bullying initiatives and flu prevention. We continue to enhance the home/school partnership with the SpEd PAC by promoting our co-sponsorship of professional activities, our monthly OnTeam, Communique, parent forums, and implementation of School Committee policies and procedures.	<p>a. Implement fiscal Task Force action plan items developed in FY09, including but not limited to generating revenue through specialized programs, CASE accessibility, pre-referral, etc.</p> <p>b. Consider structural re-organization and/or cost cutting options including personnel and programs.</p> <p>c. Facilitate Anti-bullying Task Force to review and enhance current policies and procedures.</p> <p>d. To continue to support building based initiatives on wellness, school safety, stress management, with an emphasis on flu prevention and anti-bullying.</p> <p>e. Strategize fund raising and community opportunities with SpEd PAC to support professional development opportunities for parents and staff, including but not limited to safe school/anti-bullying initiatives, autism spectrum disorders, and youth planning.</p>	By March 2010	Superintendent, Director of Pupil Services	<ul style="list-style-type: none"> <li>Written report, summarizing the district-wide coordinated response to flu prevention and pandemic planning.</li> <li>Coordinated flu clinics for students and faculty (dates/times to be determined)</li> <li>First annual Acton-Boxborough Community Symposium; development of a Youth Master Plan (October 7, 2009)</li> <li>Anti-Bullying Task Force to recommend district-wide Policy changes and related procedures for systemic coordination and intervention.</li> <li>District-wide Anti-Bullying Forum (October 20, 2009)</li> <li>Parent/guardian Bullying Prevention Training; 4<sup>th</sup> Annual Parent Workshop Day; Rick LaVoie (November 6, 2009)</li> </ul>	
<b>Goal #5. Supporting Faculty and Staff</b>					
<b>Statement of Purpose</b>	<b>Strategies</b>	<b>Timeline: Date task will be completed</b>	<b>Lead Parties</b>	<b>Measurable Outcomes</b>	<b>Progress</b>
We actively promote collaborative relationships among staff and administration and the community. In addition, we are committed to initiating working partnerships with the Town, the business	<p>a. Ensure that the faculty and staff are of high quality and are mentored, supervised and supported to perform at the highest</p>	By June 2010	Superintendent, Director of Personnel	<ul style="list-style-type: none"> <li>The successful completion of contract negotiations, resulting in contracts for 2010-2013 that fit</li> </ul>	

<p>community, neighboring school districts, and organizations. Within this partnership, we view the classroom as the heart of the school system. To provide an appropriate learning environment in the classroom, we are committed to recruiting and retaining outstanding teachers, and providing those teachers with supervisory and evaluation procedures that are collegial, supportive and accountable.</p>	<p>professional level.</p> <ul style="list-style-type: none"> <li>b. Continue to develop a strong and experienced leadership team amidst significant retirements over the last three years.</li> <li>c. Complete Negotiations with the Acton Education Association, Office Support Association and AFSCME; to review and modify contractual language for improved clarity and access.</li> <li>d. Reduce duplication of work/systems through improved automation of electronic programs.</li> </ul>			<p>within available revenues.</p> <ul style="list-style-type: none"> <li>• Implementation of a fully developed administrative mentoring program that supports administrators in their first three years in the school districts. Regular meetings of the administrative team that allows for collaboration and strategic planning with Principals and Central Office Administrators.</li> <li>• Administrative succession planning and implementation for any administrative retirements or vacancies projected over the next 3 years.</li> <li>• A 40% reduction in time and paper spent processing applications due to the fully engaged use of our new on-line application system Applitrack.</li> <li>• 100% use of electronic forms for time off requests, and attendance reporting.50% use of electronic timecards instead of paper timecards with a goal of 100% the following year.</li> </ul>	
<p><b>Goal #6. Continuing to Address Facility Needs and Capital Projects</b></p>					
<p><b>Statement of Purpose</b></p>	<p><b>Strategies</b></p>	<p><b>Timeline: Date task will be completed</b></p>	<p><b>Lead Parties</b></p>	<p><b>Measurable Outcomes</b></p>	<p><b>Progress</b></p>
<p>The district is known for accomplishing ambitious projects with impact. Innovation within the district continues to be encouraged and supported. We are recognized for promoting the effective integration of energy conservation initiatives that reduce energy consumption, reduce costs and increase efficiency.</p>	<ul style="list-style-type: none"> <li>a. Prepare RFP, and select vendor for installation of Solar PV Panels.</li> <li>b. Update the Administration Building Management System.</li> <li>c. Update the PDB Building Management System.</li> <li>d. Recommend systemic procedures disallowing the use of electric mobile heating units.</li> </ul>	<p>To be completed by June 2010</p>	<p>Superintendent, Director of Facilities</p>	<ul style="list-style-type: none"> <li>• Reduction of energy consumption measured in KWH for electricity and therms in natural gas</li> <li>• Successful installation of solar PV panels at RJ Grey and ABRHS in Fall 2009 and at Douglas School in Summer 2010.</li> </ul>	