

**Tewksbury School Committee/Administrator Workshop
Wednesday, August 14, 2019
Tewksbury Memorial High School, LGI 1
320 Pleasant Street, Tewksbury**

SCHOOL COMMITTEE MEMBERS PRESENT

Keith M. Sullivan, Chairperson
James A. Cutelis, Vice-Chairperson
Shannon A. Demos, Clerk
John R. Stadtman, Member

SCHOOL ADMINISTRATORS PRESENT

Christopher J. Malone, Superintendent
Brenda T. Regan, Assistant Superintendent
Jason Stamp, Director of S.T.E.M. / IT Administrator
Karen Baker O'Brien, Director of Student & Family Services
David Libby, Business Manager
Kristen Vogel, Principal, Tewksbury Memorial High School
Eileen Osborne, Assistant Principal, Tewksbury Memorial High School
Sean O'Leary, Assistant Principal, Tewksbury Memorial High School
John Weir, Principal, John Wynn Middle School
Andy Long, Assistant Principal, John Wynn Middle School
Judi McInnes, Principal, John Ryan Elementary School
Bill Hart, Assistant Principal, John Ryan Elementary School
Karen Cronin, Principal, North Street School
Jay Harding, Principal, Louise Davy Trahan School
Terry Gerrish, Principal, Loella F. Dewing Elementary School
Alexis Bosworth, Assistant Principal, Loella F. Dewing Elementary School
Felicia Wettstone, Principal, Heath Brook School
Ron Drouin, Athletic Director
Cynthia Basteri, Interim Community Services Director
Michele Rivera, Human Resources Administrator

SCHOOL ADMINISTRATORS EXCUSED

Rick Pelletier, Director of Student Services
Debra Mugford, Food Services Director

Mr. Malone welcomed the administrators to the August 14, 2019 School Committee/Administrators Workshop and invited them to introduce themselves.

**Approved
9-18-2019**

SCHOOL COMMITTEE/ADMINISTRATORS WORKSHOP TOPICS

Superintendent's Year In Review & 2019-2020 Goal Review

Mr. Malone presented the 2018-2019 year end summary highlighting new positions, the District Security Team overview relating the district will continue ALICE training and will provide all staff with Stop the Bleed training on the first day of school. He reported on past events, Community Services and AlphaBEST, the Elementary School Building Committee relating that the district will continue to support the Ryan School during the building project and we meet regularly with the OPM separately from the ESBC. He provided an overview of the Capital Improvement Plan and maintenance projects, enhancements made in instruction and security, and the review of policies and procedures.

Superintendent's 2019-2020 Focus Areas:

- Superintendent's Goals
- Community Services / AlphaBEST
- ESBC - Design Phase / Construction Phase
- Positions to Enhance Instruction
- Security Enhancements
- Comprehensive Capital Planning and Maintenance

2019-2020 Superintendent Goals

Professional Practice Goals: During the 2019-2020 school year, the Superintendent will ensure that both the Elementary School Building Project Design and Initial Construction Phases reflect the District Strategy, to promote positive outcomes for students.

Student Learning Goal: Initiate Professional Learning Communities process as negotiated with the Tewksbury Teachers Association.

District Improvement Goal:

- District Strategy
- Theory of Action

2019-2020 District Strategy:

"The Tewksbury Public Schools community believes that our educational program will encompass a 21st century teaching and learning approach that promotes consistent growth among our students and staff to achieve academic, social, and emotional success for all students."

2019-2020 Theory of Action

"If Tewksbury Public Schools prioritizes a growth mindset amongst all stakeholders while providing quality professional development and a professional culture grounded in collaboration, then all students will experience innovative, student centered instruction prioritizing positive outcomes."

Assistant Superintendent of Schools Year End Summary & 2019-2020 Goal Review

Ms. Regan presented the 2018-2019 year end summary including updates on the Next Generation MCAS assessments, DESE's new accountability system, and the Three Big Rocks: Teaching and Learning, Collaborative Practice, and All Means All. She presented highlights for the past year in the area of Professional Development, PLC's, and the revamping of the curriculum maps.

2019-2020 District-wide C&I Focus Areas

Ms. Regan presented the 2019-2020 District-wide Curriculum & Instruction focus areas: Deeper Thinking, Understanding, Student Agency, Authentic Learning, and Technology Infusion.

Professional Practice Goal: Year 2 of 3-Year Curriculum Mapping Project: To build upon the curriculum planning and instructional leadership practices within our faculty and administrative team.

Projected Outcome - Think differently, ask why, teach for deeper learning vs recall and memorization.

Student Learning Goal: To provide high quality professional development and planning to support the use of focused standards-based data to guide curriculum and instructional decision making towards student achievement.

District Improvement Goal: To initiate, provide, and develop new focused support personnel, systems, and programs that support student achievement in both academic and counseling needs at school.

Director of Student and Family Support

Karen Baker O'Brien, Director of Student and Family Support, presented the areas of focus:

- Centralized Student Registration
- Expand Career & College Counseling Programming
- Identify PK-12 Guidance & Counseling Program Alignment Needs

Director of Literacy (TBD)

- Prioritize Literacy Needs PK-12 & Develop District Literacy Plan

Ms. Regan presented the district improvement goal:

District Improvement Goal: To initiate, provide and develop new focused support personnel, systems, and programs that support student achievement in both academic and counseling needs at schools.

In summary, Ms. Regan reported that everything we do, the 3 Big Rocks, improve student experience. She presented the professional development goals and focus for the 2019-2020 school year.

District STEM Coordinator 2019-2020 Goal Review

Mr. Stamp presented the year in review and the 2019-2020 S.T.E.M. areas of focus:

2018-2019 S.T.E.M. Year in Review:

- Eliminated the barriers to technology integration. Developed proactive approach to technology support and integration.
- Developed technology reporting data collection tool
- Developed new inventory data collection tool
- Updated infrastructure including Wireless Access Points
- Added STEM Resources throughout the district

2019-2020 S.T.E.M. Focus Areas:

- Infuse technology in a meaningful way to support standards-based curriculum and assessment
- Pilot new data tools (OTUS)
- Math Coaches will create formatives and benchmarks
- Tech Coaches will track standards when providing supports
- Continue to develop/revise UbD Curriculum Units (Math/Science)
- Develop a Vertical Standards based Curriculum for STEM courses
- Develop a Vertical Standards based Curriculum for Tech courses

Special Education Year End Summary & 2019-2020 Goal Review

Mr. Pelletier, Director of Student Services, was unable to be here this evening. Ms. Regan presented the Special Education, 2018-2019 school year review and the areas of focus for the 2019-2020 school year.

2019-2020 Focus Areas:

Supporting curriculum through:

- Social-emotional Learning (SEL) & Classroom Behavior Management consultation with Board Certified Behavior Analysts (BCBA)
- Specialized Instruction (new methodology: S.P.I.R.E.)
- WestEd Scope of Work FY20: Elementary Schools Tier 3 Reading Intervention Coaching
- Public School Monitoring (PSM) formerly known as Program Quality Assessment (PQA)

Public School Monitoring, FY20

- FY 19-Self Assessment Phase completed and submitted to DESE June 2019
- FY 20-PSM: Department of Elementary and Secondary Education, Public School Tiered Focused Monitoring System

PK - 12 Goals

Professional Practice Goal

During the 2019-2020 school year, principals will support teachers' consistent use of strategies, competencies, and instructional practices by the use of targeted feedback and recommendations, as measured by the district evaluation process.

Mr. Weir, Principal of the John Wynn Middle School, presented the 1st Big Rock:

Teaching and Learning

- Principal participation at CPTs/PLCs and department meetings
- Provide resources to district personnel

Ms. Vogel, Principal of the Tewksbury Memorial High School presented the 2nd Big Rock:

Collaborative Practice

- Principals engage in walkthroughs three times per year
- Principals meet three times per year to calibrate feedback

Ms. McInnes, Principal of the John Ryan Elementary School, presented the 3rd Big Rock:

All Means All

- Inclusive practices across all domains
- All staff (general education, special education, unified arts, CIA, related service providers, ancillary /support staff)
- Administrator Committee to enhance and revise TeachPoint forms

Student Learning Goal

During the 2019-2020 school year and through carefully crafted learning opportunities, students will engage in authentic, student-centered, technology-infused lessons and assessments.

Ms. Wettstone, Principal of the Heath Brook School, (PK Team) presented the Student Learning Goal:

Teaching and Learning

- Utilize instructional technologies including ClearTouch, STEM labs, and maker spaces
- Access cross-district curriculum maps, PLC shared units, and formative/summative assessments

Ms. Gerrish, Principal of the Dewing Elementary School, presented the Student Learning Goal, reporting that administrators from seven schools look at things the same way and calibrate instruction in same way.

Collaborative Practice

- Peer observations and specific feedback
- Perform leadership walkthroughs to observe authentic learning, use of technology in the classroom and analysis of data (including looking at student work) in PLCs.

Ms. Bosworth, Assistant Principal of the Dewing Elementary School, presented the Student Learning Goal:

All Means All

- Implementing a 21st century learning environment in every classroom
- Supporting diverse learning needs through enhanced lessons in conjunction with coaches and directors

School Improvement Goal:

For the 2019-2020 school year, principals will continue to lead the implementation of a cohesive, vertically aligned curriculum map for grades PK-12 through a variety of collaborative opportunities.

Ms. Cronin, Principal of the North Street School, presented the School Improvement Goal:

Teaching and Learning

- Provide PLC opportunities through a variety of meetings:
 - building-based
 - District-wide
- Continue Cross District Science and Social Studies/History Units (K-12)

Mr. Harding, Principal of the Trahan Elementary School, presented the School Improvement Goal:

Collaborative Practice

- Participate in the following: PLCs, common planning time, department meetings, PD, staff meetings
- Use the protocols including: Lesson Tuning and Planning, Standard Review, Assessment Validation, Curriculum Embedded Performance Assessments development

All Means All

- Ensure equity among all grade levels and subject matter
- Provide professional development opportunities

PK-Grade 4 Elementary 2018-2019 Year in Review

Ms. Bosworth presented:

Professional Practice Goal: During the 2018-2019 school year, principals will support teachers' consistent use of SEL strategies throughout instructional practices by the use of targeted feedback and recommendations, as measured by the district evaluation process

Mr. Harding presented:

Student Learning Goal: During the 2018-2019 school year, students will, through the consistent and complex use of technology, be able to demonstrate their own learning, including higher order thinking skills, communication skills, critical thinking and creativity. This will be measured by a variety of projects, formative/summative assessments and/or benchmark data.

Ms. Wettstone presented:

School Improvement Goal: During the 2018-2019 school year, principals will begin the implementation of a cohesive, vertically aligned curriculum map for grades PK-12 through creation of curriculum overviews.

PK-Grade 4 Elementary 2019-2020 Action Plan

Ms. Cronin presented:

Professional Practice Goal: Grade Level PLCs will be implemented in order to link student academic achievement with instructional practice.

Mr. Harding presented: - Student learning goal:

Student Learning Goal: Through the grade level PLC collaboration, connections will be made between best instructional practices and positive student outcomes in given focus areas.

Ms. Wettstone presented:

School Improvement Goal: Continue implementation of a cohesive, vertically aligned curriculum map for grades PK-12

Ryan Elementary School Highlights and Accomplishments

Ms. McInnes, Principal of the John F. Ryan Elementary School, and Mr. Hart, Assistant Principal, presented the 2018-2019 school highlights and reflection on the school accomplishments:

- Curriculum Mapping based on Understanding by Design (UBD)
- Encouraged teacher collaboration through the use of the "Pineapple Chart"
- Targeted interventions for over 30 students through our "May Math" program
- Created "Reset Room" space to the support emotional and behavioral needs of our students
- Established a school "Culture Club" to improve school morale for all
- Collaborated with the District Attorney and Tewksbury Police Department to provide education for parents, guardians and students
- SEL Parent workshops
- Expanded "Growth Rally" to celebrate development of a growth mindset
- Continued exploration of Ryan School Recommissioning
- iSTEM, Year 1 Completed for grades 5 and 6
- Utilized Green Screen Technology, 3D Printer, Family Night displaying Merge Cube Projects
- 100% of classrooms with direct access to devices: HP Streams/Chromebooks, iPads

2019-2020 Ryan School Administrator Action Plan

Professional Practice Goal:

- Utilize technology and resources provided by the district (directors, coaches, and specialists) to support PLCs' efforts and promote student achievement
- Meet as Principals' 5-12 PLC to share best practices in the teaching and learning cycle
- Building the capacity of school-based leaders through Leadership Team
- Strengthen feedback in the Supervision Cycle

Student Learning Goal:

- Continue to develop and refine of Curriculum Maps/Units in PLCs
- Schedule and support new department PLCs and facilitators
- Increase parent/guardian and school communication to promote
- Inclusivity of all families

School Improvement Goal:

- Focus on sustainable resources: composting, refill stations, paperless learning
- Examine and revise schedule to support student learning and PLCs
- Increase SEL best practices across all settings with all staff
- Adopt new Mathematics curriculum, *Envision*, and new educational technology platform, *OTUS*, to align for grades 5-12

2018-2019 John W. Wynn Middle School Highlights and Accomplishments

Mr. Long, Assistant Principal of the Wynn Middle School, presented the Wynn Middle School highlights and accomplishments::

- Incorporated Restorative Justice principles and practices
- Piloted a team-wide service learning project
- Adopted new math and social studies online texts and resources
- Increased department meeting time
- Continued academic support program and reduced number of students requiring summer school
- Developed a plan for 2019-2020 to continue STEM program first introduced at the Ryan School
- Coordinated with School Resource Officer and Tech department to upgrade security camera system
- Increased technology through piloting ClearTouch Boards as well as animation and musical composition technologies

2019-2020 School Administrator Action Plan

Mr. Weir, Principal of the Wynn Middle School, presented the Action Plan for 2019-2020:

Professional Practice Goal:

- Increase time in the classroom and increase level of meaningful and targeted feedback
- Expand Project Based Learning and Service Learning Projects to other teams
- Meet as Principals 5-12 PLC to share best practices in the teaching and learning cycle

Student Learning Goal:

- Support PLCs and Common Planning Teams' use of protocols for curriculum mapping, lesson tuning, evaluation of student work, and implementation of Social and Emotional Learning (SEL) strategies
- Coordinate with Social Studies department to create Civics projects
- Analyze student performance data with PLCs to develop concrete approaches to improve areas of low performance

School Improvement Goal:

- Begin creating a separate MakerSpace room to be accessed by all classes
- Expand implementation of Restorative Justice practices as option to traditional discipline
- Adopt new Mathematics curriculum, *Envision*, new Social Studies curriculum/resources and new educational technology platform, *OTUS*, to align for grades 5-12

Tewksbury Memorial High School

2018-2019 Year in Review

Dr. Osborne, Assistant Principal, and Mr. O'Leary, Assistant Principal, presented the accomplishments and highlights:

- 140 juniors attended the National College Fair in Boston
- 192 seniors participated in Senior Project during 4th quarter of 2019
- Seal of Biliteracy - 3 state recognition and 6 certificates of recognition
- AP Testing- 372 tests taken- increase of 50 from last year. 74% of students earned a 3 or above last year. Increase from 68% last year.
- Added 3 Dual Enrollment courses and two new AP courses for 2019-2020
- 15 students enrolled in Innovation Pathways for 2019-2020

- Challenge Day - entire 10th grade class and 50 staff
- Project Adventure course partially complete- 10 staff received initial training
- Implementation of mindfulness practices regularly in classrooms
- All teachers engaged in the instructional cycle protocols throughout the school year
- Common Summer Reading Book- Why Are All The Black Kids Sitting at the Same Table in the Cafeteria
- Praise walks with Dept. Head/Lead Teachers
- Student led, Project Equity Conference supported by a \$15,000 grant from Greater Lowell Foundation
- Student Travel Committee- representatives from each dept. Plan student travel 2 to 3 years in advance
- Virtual Reality Devices for each department

2019-2020 Administrator Action Plan

Ms. Vogel, Principal of Tewksbury Memorial High School, presented the Administrator Action Plan for 2019-2020:

Professional Practice Goal

- Utilize technology and resources provided by the district (directors, coaches, and specialists)
- Meet as Principals' 5-12 PLC to share best practices in the teaching and learning cycle
- Strengthen feedback in the Supervision Cycle
- Building the capacity of school-based leaders through Leadership Team

Student Learning Goal

- Continue to develop and refine of Curriculum Maps/Units
- Support and participate in new department PLCs
- Integrate Maker Space into all content areas
- Continue to encourage authentic learning opportunities

School Improvement Goal:

- Focus on sustainable resources: recycling, composting, refill stations, paperless learning
- Increase and continue inclusive practices across all settings with all staff- advisory, cultural proficiency, Challenge Day, mindfulness, restorative justice, Project Adventure
- Adopt new Mathematics curriculum, *Envision*, and new educational technology platform, *OTUS*, to align for grades 5-12
- To make the Latin curriculum accessible to more students

Mr. Malone added highlights and accomplishments from the 18-19 school year at Tewksbury Memorial High School, stating that you would not see this in other districts.

- Seal of Biliteracy
- Ap Testing
- Dual Enrollment
- Innovation Pathways

2018-2019 Athletics Highlights and Accomplishments

2019-2020 Focus Areas

Mr. Drouin reported that Tewksbury had an impressive year and went to every large venue in the state. The facilities and turf fields were always rented. The high school has big projects planned for updating the auditorium. Mr. Drouin stated that enrollment was down in softball and lacrosse, all others was great. Mr. Drouin is consulting with the new elementary school building project regarding athletics in the new school. Mr. Malone added that if you combine participation in athletics and clubs we have a high participation rate, our of 235 graduates, 141 participated in athletics

- Tewksbury Memorial High School Student/Athletes occupied 1,153 Roster Spots
Fall 398 (44%)

Winter 380 (42%)
Spring 370 (41%)

- TMHS competed in over 800 MIAA sponsored contests
- TMHS competed in over 80 State Tournament and N.E. Tournament events
- MIAA Sportsmanship Summit at Gillette Stadium
- 3 Day MIAA Leadership Conference at Worcester State
- 70 Student/Athletes are in our Captains Council

2018-2019 Year in Review

4 MVC League Titles	70+ MVC All Stars
15 All Scholastics Awards	1 Unified Sports Basketball Championship
2 Herald Dream Team Awards	7 MVC Coaches of the Year
1 Globe Super Team Award	10 State Champions
33 Lowell Sun First Team All Stars	3 North Sectional Finals
42 MVC All Conference Awards	2 State Finalist
Female Gatorade Athlete of the year	5 High School All Americans

2019-2020 Focus Areas:

- Continue to use the MIAA as an Educational Resource
 - Student Leadership
 - Student Ambassadors
- Consult and facilitate the planning, installation and use of the new athletic Facility (elementary school project)
- Obtain CAA Certification

Business Office - 2018-2019 Year End Summary and 2019-2020 Goal Review

Mr. Libby, Business Manager, presented the 2018-2019 year end summary. Mr. Libby gave a public appreciative thank you to Sheri Matthews for leaving the district in an unbelievably great state. He stated that there is a learning curve for him as he learns all the roles, how it all ties together, and how it fits into the Master Plan. Mr. Libby thanked the Town Manager, the Board of Selectmen, and community support at Town Meeting for funding projects.

2018-2019 Accomplishments

- FY19 balanced vs. budget
- End of Year Report - Filed and audited with no findings
- Re-coded all technology expenses
- Reduced revolving funds
- Capital Improvements/Projects - Mr. Libby reported on completed projects and projects in process.

2019-2020 Goals

Business Office

- Evaluate, refine roles & Responsibilities
- Weekly staff meetings
- Automate Purchase Order process
- Automate Work Order process
- Evaluate Uniform pilot
- Employees new insurance plan

2019-2020 Insurance Plan

Michele Rivera, Human Resources Administrator, reported the town offered a new insurance to the district employees effective July 1, 2019. The district continues to support staff with questions as we transition to the new plan. She will continue

to support staff by going to schools. Ms. Rivera reported that staff can find information in the the new Human Resources module on the TPSCO website for all staff to access.

Capital Improvement List

- October Town Meeting Request

FY19 Transportation Highlights

- After School Buses - increased riders
- District owned vans - saved \$60,000 in costs

Transportation Process

- OOD Special Education lists sent to vendors
- Regular school buses finalized
- In District Vans
 - Work with contractor to develop van routes
 - Contractor contacts families
- Goal: Identify the transportation mode (bus route, van, parent, or walk) for every K-12 student and populate in Aspen

FY 20 Goals

- Adjust to new school hours
- Support PLC initiative

Food & Nutrition Services Year End Summary and 2019-2020 Goal Review

DebraLee Mugford, Director of Food Services, was unable to attend this evening. Mr. Libby presented the Food & Nutrition Services 2018-2019 Highlights & Accomplishments:

- Introduced new marketing strategy with daily menu boards which contributed to increase participation by approximately 25,000.
- Taste it Thursday - Introduced kids to new recipes and/or harvest of the month
- UMASS Lowell intern developed and introduced Pre-K nutrition education program to the Heath Brook School
- Terraponic garden at Tewksbury Memorial High School, serving the salad in the schools.
- 2nd year the Ryan School was recognized by Department of Elementary and Secondary Education for the Mass Breakfast Challenge.
- Food Nutrition Services staff was recognized in the May 2019 issue of School Nutrition Magazine for engaging and motivating students at the Heath Brook School
- November 4th is Smile Day, FNS is participating in Smilte Day in our schools.

Food & Nutrition Services Goals for 2019-2020

- Meal Prices - No price change
- Grab and Go lunches for early release days (Pre order).
- Optional program - Field Trip lunch option.
- Standardized Rotation - staff will rotate in all jobs in the kitchen.
- Student debt - Success with town helping to collect outstanding debt.
- Concentrate on Breakfast Program at Wynn and Dewing
- Trahan and North Street Collaboration
- Participation with Pacs
- Ms. Mugford elected to Vice-President of the School Nutrition Association (SNA) for the 2019-2020 school yea

Community Services - Year End Summary and 2019-2020 Focus Areas

Dr. Basteri, Interim Director of Community Services, presented the 2018-2019 highlights and accomplishments and the focus areas for the 2019-2020 school year:

2018-2019 Highlights & Accomplishments

- Transitioned Extended Day Summer Program to AlphaBEST
- Continued to work with administration and community members to review policies, procedures, interest and finances for all Community Services programs including preschool, adult ed, and children's enrichment programs

Key accomplishments include:

- Aligned the Dewing and Heath Brook preschool programming for consistent delivery of services, offering a curriculum for three year olds and a kindergarten preparation program for four year olds
- Offered tuition summer remediation and credit recovery programs for middle and high school students
- Conducted both a financial and student interest audit of all enrichment and adult ed classes; reorganized and revamped offerings based on the results
- Work with AlphaBEST to smoothly transition the Extended Day Before School and After School programs to them in time for the start of the school year

2019-2020 Focus Areas:

- Work with administration to continue to evaluate the Community Services Preschool program
- Continue to work with administration and community members to review policies, procedures, interest and finances for all Community Services programs including preschool, adult ed, and children's enrichment programs
- Offer a tuition based summer remediation and credit recovery programs for middle and high school students in 2020
- Continue with financial and student interest audits of all enrichment and adult ed classes using the data to frame the variety of offerings

Grants for 2019-2020

- Title IV Grant, instituted an after school academic support program at the Wynn Middle School that resulted in the dramatic reduction in the number of students who needed summer school remediation (multi-year)
- 21st Century Community Learning Center Grant at the Dewing School, free after school support program for special populations (multi-year)
- High Quality Instruction S/L Grant for the Wynn Middle School, 8th grade team implemented a cross-content service learning initiative
- Innovation Pathways grant initiative at the high school, four year STEM Pathway program that includes designated coursework, internships, and dual enrollment (multi year)
- Safer School and Communities Grant, upgraded camera and security system for the Ryan School
- Reapply for the 21st CCLC for the Heath Brook
- Early Grades Literacy Grant, although Tewksbury did not receive funding this initiative will continue via school based PLCs

At 6:10 PM, Mr. Malone opened the meeting for questions and comments from the School Committee. The Committee accepted the individual goals and school goals as presented.

Mr. Sullivan called for a vote to approved the 2018-2019 overview and 2019-2020 improvement plans. Mr. Stadtman moved, seconded by Ms. Demos to approve the 18/19 school year review and the 2019-2020 improvement plans. Roll Call Vote - Voting Yes: Mr. Stadtman, Ms. Demos, Mr. Cutelis, and Mr. Sullivan. All Aye. No Opposed. Unanimous Vote. Motion carried 5-0.