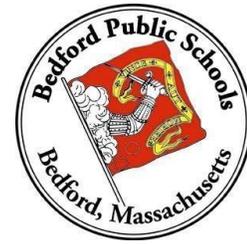


BEDFORD PUBLIC SCHOOLS



To: Members of the Bedford School Committee
From: Cliff Chuang, Superintendent
Date: February 23, 2024
Subject: FY24 Superintendent Goals Mid-Year Update

On October 10, 2023, I presented my goals for this year based on my core values, the mission of the district, and immediate short term needs. These goals take into account both the need to complete my entry process and to ensure forward momentum on important ongoing improvement efforts at the school and district levels. In keeping with the formative evaluation practice we uphold for our newest educators and a practice that I have implemented with the leadership team, I am sharing a reflection/update on progress to date on my goals for your consideration and feedback.

Goal 1: Effective Entry and Direction Setting. By late spring, the district will have broad recognition by key stakeholder groups about the district’s most critical needs and will have a widely understood process underway to identify the strategies and goals that will address those needs most effectively, and the measures that will be used to assess progress.

Key Actions

1. By September, present to the school committee a written Entry Plan, including an articulation of core values and four phases: (1) Listen, Observe, Learn; (2) Synthesize & Analyze; (3) Share; and (4) Plan. March - Summer 2024).
Update: Completed on August 29, 2023.
2. By March, complete and present a *Report of Entry Findings* that includes
 - a. A high-level summary of the information gathered in phase 1, including feedback from stakeholder conversations and survey information; themes and trends identified from instructional observations; and findings from the review of data, documents and policies.
 - b. A synthesis of strengths, weaknesses, opportunities and threats from all data sources.
 - c. An assessment of leadership and organizational structure and identification of any design/staffing changes needed to ensure optimal student learning.
 - d. Preliminary recommendations and areas of focus for the collaborative strategic planning process that will begin shortly after the report is finalized.*Update: Scheduled to be shared at the school committee meeting on March 12, 2024.*
3. By July, complete a draft of the 2024–2027 comprehensive three-year district improvement plan.
Update: In an effort to ensure full alignment with school improvement plans and sufficient time to synthesize stakeholder feedback, I anticipate a draft will be completed and presented in September 2024.

Benchmarks

1. Key components completed on schedule as described above.

2. Results of spring survey of district staff demonstrates awareness and engagement in the entry process and confidence that the Report of Entry Findings captured important insights about the state of the district and the issues that most require attention

Goal 2: Maintaining Momentum During the Transition. Keep the district moving forward working with principals and district leaders to ensure that meaningful progress is made on critical district and school goals.

Key Actions

1. Evaluate progress toward district and school improvement goals via goal-setting and evaluation of leadership team members.
 - a. By November 15, review and establish student learning, professional practice and district/school improvement goals with all principals and district leaders.
UPDATE: Completed
 - b. By March 1, complete formative evaluation conferences with each principal and district leader supervised by the superintendent.
UPDATE: In progress
 - c. Conduct at least monthly visits to each school.
UPDATE: In progress
 - d. By July 1, analyze progress on goals and complete summative evaluation reports for all supervisees.
UPDATE: In progress
2. Other key actions:
 - a. Ongoing: Work collaboratively with Town partners to support and educate Bedford's emergency shelter families and students.
UPDATE: I have continued to meet regularly with the Town emergency shelter team to support shelter families, and the district continues to support approximately 50 enrolled students. We have hired 3 additional educators, a family liaison, several teaching assistants/tutors (including several shelter residents), and a town caseworker and have brought in additional mental health clinical support to support students and families. Our English Learner team also runs a weekly adult ESL class at the shelter.
 - b. By November 2023, ensure that School Safety Security Plan policies are in place, Phase 1 implementation is underway, and budget and timeline for out-year phases are established.
UPDATE: A new security camera policy was approved by the School Committee at its October 10, 2023, meeting. The facilities team is in the process of implementing [Phase 1 projects](#). The district secured a positive FY25 budget recommendation of \$925,000 from the Capital Expenditures Committee for Phase 2 to include full implementation of security cameras and exterior door controls, though was unsuccessful in accelerating camera implementation with capital funds. However, by identifying facilities salary savings from a vacancy and deferring some planned contracted services, we were able to install 15 cameras for high-traffic areas at BHS over the winter break, which has yielded

significant improvement in safety, including: decreased incidents of vaping (and identification and follow-up support provided to those who are caught), peer disputes resolved; unknown unauthorized individuals identified; missing student found, and no incidents of theft or vandalism.

- c. By May 31, 2024, complete FY2025 budget process.
UPDATE: I expect this process to conclude as planned at the March 2024 Annual Town Meeting.
- d. By June 30, 2024, execute new collective bargaining agreements with the Bedford Education Association and other unions requiring contract renewal that honors staff, supports student learning, and aligns with the district’s strategic goals.
UPDATE: Collaborative bargaining sessions are underway with the BEA for both teachers (3 sessions conducted) and teaching assistants (1 session conducted). Negotiations with School Nurses and Cafeteria staff will begin later this spring.

Benchmarks

- 1. Educator evaluations are completed timely.
- 2. Summative evaluation reports demonstrate “meets” or “exceeds” ratings on at least 75 percent of principal/administrator goals.
- 3. Results of a spring survey of district staff reflect that the superintendent is a regular presence in the schools.

Goal 3: (Professional Practice) New Superintendent Induction Program (NSIP). Develop skills in strategy development, data analysis, and instructional leadership by actively engaging in the first year of the New Superintendent Induction Program.

Key Actions

- 1. Attend all NSIP content sessions (barring district emergencies) and complete all NSIP assignments.
UPDATE: I have attended all NSIP content sessions and completed all NSIP assignments to date.
- 2. Regularly consult and reflect with my NSIP coach at least monthly.
UPDATE: I consult and reflect with my NSIP coach, John Phelan, on a weekly basis and have been very grateful for his support and feedback.

Benchmarks

- 1. Calendar documents active participation in NSIP sessions and contact with NSIP coach
- 2. NSIP leaders/coach can confirm that the superintendent actively engaged in the first year of the program.

I welcome your feedback and reflections on my service to the Bedford Public Schools thus far this year. As always, please feel free to contact me with any questions.