



MILFORD PUBLIC SCHOOLS

Goals for the Superintendent and School District

Robert A. Tremblay

Prepared for the Milford School Committee: September 17, 2009

Long Term Vision of the Superintendent of Schools: Statement of Philosophy

In my role as Superintendent of the Milford Public Schools, I represent a leadership style steeped in collaboration, professional development, and high standards for staff and student achievement. I value mutual trust and respect, lead by example, and hold firm the belief that all students have the right to meet success as learners. As an educator, I believe in viewing each student as a learner with his or her own pattern and pace of academic, physical and social development as the core of differentiated instruction. I will work relentlessly to support, challenge, motivate and inspire students as they acquire the skills necessary to function and succeed in our community and within a global marketplace.

A rich learning environment exists where collaboration among administrators, teachers, support staff, parents and students is celebrated. My philosophy remains that a school district that works together to strengthen trust and open communication, values strong ties between the home, school and the community that it serves. The *Education Success Plan for Students and Families*, the redesigned *2009-2012 District Improvement & Professional Development Plan*, and the *P.A.C.E. Plan* (Partnerships, Accountability, Consistency, and Efficiency) serve as the long-term blueprints for fulfilling the mission of the Milford Public Schools to sustain a learning environment which empowers all individuals in the school community to meet the challenge of change in an increasingly complex world.

Goals for the Superintendent and School District: 2009-2010

In the year ahead, I will continue to focus my doctoral research and required coursework assignments sharply on the needs of the Milford Public Schools as identified both in the district guiding documents and as articulated by the unanimous voice of the Milford School Committee. In accordance with Milford Public Schools *Policy File: CBI - Performance Review of the Superintendent of Schools* as adopted by the Milford School Committee, September 21, 2000, and in consideration of recommendations presented by members of the Milford School Committee at the close of the 2008-2009 school year through individual evaluation narratives coupled with a comprehensive assessment of work done in the Milford Public Schools during that same period, I am pleased to present the *Goals for the Superintendent and School District* for the 2009-2010 school year, framed by the tenets of the Milford Public Schools P.A.C.E. Plan.

Robert A. Tremblay, Superintendent
Milford Public Schools
September 17, 2009

PARTNERSHIPS

Collaborative Bargaining: Milford School Committee & Milford Teachers Association

I will work with negotiating members of the Milford School Committee to advise on contract language recommendations, including fiscal and budget implications of those recommendations, if any.

Target Completion Date: April, 2010

Community Handshake

▪ **Homeschooler Parent Forum**

Consistent with the **2009-2012 District Improvement & Professional Development Plan**, the first annual Homeschooler Parent Forum aligns with the Community Handshake initiative given this effort to collect baseline information that seeks answers to the following questions, among others, concerning homeschooling: What motivates families to become homeschoolers? Are instructional practices consistent among homeschoolers in Milford? Does it matter? What data, if any, is available regarding Milford homeschooler matriculation into the Milford Public Schools and what is the significance of that data? How does homeschooling impact equity, access, budget, etc.

Target Completion Date: November, 2009

▪ **Financial Literacy Curriculum Expansion**

Financial literacy opportunities for Milford Public School students will continue to expand through growing partnership opportunities as a result of Milford Public Schools' non-profit membership in the Milford Area Chamber of Commerce. In cooperation with Milford High School administration, I will continue to advance our already strong partnerships with area banks to develop an expanded, age-appropriate financial literacy curriculum at all levels.

Documentation of financial literacy opportunities (e.g., agenda, program, etc. from partnering vendors) and student participation/enrollment in program made available to Milford Public School students during the 2009-2010 school year will demonstrate if this goal has been met.

Target Completion Date: June, 2010

▪ **Milford Public Schools Vocational Program Community Job Site Expansion**

In collaboration with Jennifer Walsh, Pre-Vocational/Vocational Program Coordinator for the Milford Public Schools and Deborah Friedman, Milford Public Schools Out-of-District Coordinator, I will identify work placement opportunities for vocational students at Milford High School where developing skills can be practiced in real-world, work sites beyond the Milford High School Campus. The Milford Area Chamber of Commerce will serve as a strong foundation for this goal.

Student placement rosters at participating job sites in the greater Milford area will demonstrate if this goal has been met.

Target Completion Date: June, 2010

ACCOUNTABILITY

FY2011 Budget Development

Anticipating a tighter fiscal year than what the school department witnessed in FY2010, I will begin preparing a comprehensive budget presentation for the Milford School Committee for an initial review in November, virtually on the heels of resolving the FY2010 budget.

- Focus on stimulus dollars and impact on 3rd and 4th quarters of FY2010
- Consolidation of needs and services to offset contractual salary increases

Target Completion Date: March, 2010

Redesign of the Milford Public Schools Observation & Evaluation Instrument

The Milford Public Schools Leadership Team has been and will continue to be working collaboratively with the Executive Board of the Milford Teachers Association in an effort to bring the current observation and evaluation philosophy and tools into modern-day practice. The partnership is symbolic of a strong and trusting relationship between administrators and teachers and the goal of this cooperative venture is to develop of a tangible observation and evaluation tool, framed by current teaching standards, that earns approval from teachers, administrators and the Milford School Committee for district-wide adoption beginning with the 2010-2011 school year.

Tasks:

- Leadership Team Retreat: August 24, 2009
- Focused Monthly Leadership Team Meetings On-Topic (September-January)

Target Completion Date: May, 2010

Milford Public Schools Elementary School Report Card Revision

In an effort to bring the current elementary report card in alignment with adopted curriculum, Response to Intervention (RTI) language, and Positive Behavioral Intervention Support (PBIS) language, among other noted inconsistencies evident in the current model, I will work with the Elementary Report Card Revision Team to develop a new instrument that utilizes the capacity of the X2 Student Information Management System already in place to better provide families with student performance and learning outcomes.

Meeting minutes, reports, draft documents, and a presentation of proposed revisions to the Milford Public Schools Elementary Report Card to the Milford School Committee will demonstrate work toward this goal.

Target Completion Date: June, 2011

CONSISTENCY

Milford High School Principal Appointment

In an effort to seamlessly transition Milford High School during a change in leadership, the appointment of a new principal at Milford High School is paramount during the 2009-2010 school year. As I seek an outstanding educational leader to bring Milford High School to a new level as the flagship school in the district, I will search for a leader who will demonstrate the following professional and personal qualifications:

- Master's Degree in Education Administration/Education Leadership
- Certificate of Advanced Graduate Study (preferred)
- Certification as high school principal in Massachusetts
- Minimum of five years teaching and/or administrative experience at the secondary level

Leadership Qualities:

- Ability to build a culture of respect among students, staff and parents
- Ability to work as a member of a cohort of school leaders
- Solid understanding of learning principles and best practices in curriculum, instruction, and assessment
- Technological expertise to drive the Milford Public Schools toward 21st century teaching and learning
- Ability to facilitate the development, implementation, and evaluation of an effective instructional program
- Ability to facilitate quality teaching through professional development activities, direct supervision, and meaningful evaluation
- Ability to engage the entire school community in a shared vision and the development of goals to promote student achievement
- Ability to work collaboratively and effectively with all members of the school community and the community at large
- Strong interpersonal skills
- Excellent communication skills
- Willingness to be present at extracurricular school functions and actively support those organizations that directly benefit students

Target Completion Date: December, 2009

Milford Parent Organization Summits (Fall & Spring)

In an effort to bring consistency to parent organizations with the Milford Public Schools during the 2009-2010 school year, I will build upon the first PTO Summit that took place at the close of the 2008-2009 academic year to address inconsistencies with Federal tax filing requirements, National Association Membership, calendar coordination, and fundraising synchronization among other topics relative to district consistency.

*Target Completion Dates: September, 2009 (Treasury Meeting with Barbara Auger)
December, 2009 (Summit I)
May, 2010 (Summit II)*

EFFICIENCY

Statement of Interest (SOI) Submission

Resubmit, electronically and with current data, the Statement of Interest (SOI) for a new elementary school (grades 3-5) to the Massachusetts School Building Authority (MSBA) to replace Woodland Elementary School in accordance with the Milford Public Schools Long Range Educational Plan.

Target Completion Date: October, 2009

Enrichment Program Study Team & Groupings Study Team Consolidation

Necessary budget reductions and the ultimate recall of Enrichment Paraprofessionals in FY2010 provided an opportunity for reflection on the current enrichment program offerings at Memorial, Brookside and Woodland Elementary Schools. Given that “enrichment” programming has historically lacked articulation, consistency and coordination between the elementary and middle levels; and given that the Groupings Study Team has incomplete information relative to the heterogeneous or homogeneous groupings of students as a predictor of long-term positive learning outcomes; and finally, given SFSF grant funding appropriations that allow the University of Connecticut, a national leader in research and program development for advanced learners, to conduct research and work in tandem with the Milford Public Schools on the development of a comprehensive program to meet the diverse learning needs of advanced learners in the Milford Public Schools, it stands to reason that the combined efforts of each study team would serve Milford students well through the development and realignment of a consolidated study team that engages a new voice of interested members of the Milford School Committee, district administrators, and staff.

The goal is to develop an articulated instructional model through the partnership between the Milford Public Schools and the University of Connecticut that serves the advanced learners within the Milford Public Schools at least as effectively as those Tier 3 programs targeted at Milford’s at-risk population.

Target Completion Date: May 2010

Virtual Learning in the Milford Public Schools

The exploration of alternative schooling for students who are not meeting success or who are not being appropriately challenged in the traditional school environment will be explored during the 2009-2010 academic year beginning with the appointment of a Virtual Learning Coordinator who will assume both instructional and district-wide program oversight for this technological innovation. Whether driven by the need for necessary credit recovery at the secondary level or opportunities for advanced learning at the elementary, middle and/or secondary level, virtual learning has the capacity to efficiently meet the needs of students across a wide continuum.

Virtual High School and Plato license funding, approved by the Milford School Committee as a function of FY2010 SFSF grant appropriations, will provide increased opportunities for students to pursue academic interest in accredited, virtual learning environments. Criteria for virtual learning participation will be determined by appropriate members of MPS Leadership Team and with the support of Virtual Learning Coordinator. A full report by the Virtual Learning Coordinator to the Milford School Committee will demonstrate if this goal has been met.

Target Completion Date: June, 2010