

DISTRICT GOALS 2021-2022

Goal 1: Student Achievement: The Arlington Public Schools will ensure that every graduate is prepared to enter and complete a post-secondary degree program, pursue a career, and be an active citizen in an ever-changing world by offering a rigorous, comprehensive, standards-based and data-driven K-12 system of curriculum, instruction, and assessment that integrates social, emotional and wellness support.

Goal Objective 1.1: Students will engage in inclusive pedagogy and curricula that are designed in response to the district's vision of [Student as Learner and Global Citizen](#) with an emphasis on anti-racist teaching practices, transferable skills and aligned with state standards and coherent within each discipline. The District will also address academic learning needs caused by the impact of the COVID-19 pandemic.

Goal Objective 1.2: Students will develop their social and emotional (SEL) skills through age-appropriate SEL instruction that includes decision-making, empathy, and the importance of positive relationships as the norm. The need for these skills is highlighted because of the social and emotional impact of the COVID-19 pandemic.

Goal 2: Staff Excellence and Professional Development: The Arlington Public Schools will recruit, hire, retain, and build the capacity of a diverse staff to be excellent teachers and administrators by providing high quality professional development aligned to needs, instructional support, coaching, and an evaluation framework that fosters continuous improvement.

Goal Objective 2.1: Professional learning for educators will reinforce targeted components of the academic curriculum, social-emotional competencies, and pedagogy, and will emphasize culturally responsive and data-informed instructional practices that support student learning and growth. Data to be used will include, for example, district assessments, Equity and SEL Audit of Instructional Resources, MCAS, Youth Risk Behavior Survey, and the 2020-2021 Panorama surveys.

Goal Objective 2.2: In order to build a faculty and staff that more accurately represents the student population, the Human Resources Director in collaboration with the Central Office, Director of Diversity, Equity & Inclusion, and district administrators will engage in proactive and inclusive hiring practices to increase staff diversity.

Goal 3: Resources, Infrastructure and Educational Environment: The Arlington Public Schools will offer a cost effective education that maximizes taxpayer dollars and utilizes best practices, academic research, and rigorous self-evaluation to provide students and staff resources, materials, and infrastructure required for optimum teaching and learning in a safe and healthy environment.

Goal Objective 3.1: The Assistant Superintendent will work with the Chief Information Officer, district administrators, and instructional staff to update the district's [Technology Plan](#), which outlines how district resources are utilized to provide all students with access to technology that will enhance their ability to achieve the learning standards outlined in the 2016 Massachusetts Digital Literacy and Computer Science Curriculum Framework.

Goal Objective 3.2: Central office administrators will work with district administrators and staff to implement the recommendations from the [Tiered Focus Monitoring Report](#) that was conducted this year as outlined in the Continuous Improvement and Monitoring Plan.

Goal 4: Operations, Communications and Stakeholder Engagement: The Arlington Public Schools will be run smoothly, efficiently and professionally. The district will operate transparently and engage in effective collaboration and responsive communication with all stakeholders. It will provide timely, accurate data to support financial decision-making and help envision the district's future and long-range planning in partnership with other town officials. Through these actions it will create broad support for a high-quality education system, which is our community's most valuable asset.

Goal Objective 4.1: The District will support the second year of construction for the new high school, which will include moving into the new STEAM and Performing Arts wings. This will be accomplished by working with the Arlington High School Building Committee, Owner's Project Manager, Architects, and Construction Manager at Risk to develop design and phasing plans for the high school building project.

Goal Objective 4.2: The District in collaboration with the Facilities Department will continue its efforts to provide a safe and healthy learning environment in all schools, as well as continue to evaluate building infrastructure needs and develop a plan for addressing these needs.

Goal Objective 4.3: The District will continue efforts on reducing the reliance on fossil fuels and electrifying assets for sustainability. In collaboration with the Facilities Department and Energy Manager, the district will complete an energy study which will start the foundation of a path forward to electrifying buildings for sustainability. In addition, the district will begin a plan to electrify the student transportation vehicle fleet.

Goal Objective 4.4: The Chief Financial Officer and Business Office personnel will evaluate standard operating procedures. In addition, the District will develop and begin implementing a phased plan to modernize standard operating procedures to ensure efficient financial operations.