

Madison Public Schools Board of Education Regular Meeting

Tuesday, October 25, 2022 7:30 PM

Town Campus Hammonasset Room/Zoom, 10 Campus Drive, Madison, CT 06443

I. Call to Order / Attendance

I.A. Pledge of Allegiance

II. Motion to enter into Executive Session

III. Action Item: Motion to approve the MAESS bargaining agreement effective July 1, 2022 - June 30, 2025

IV. Action Item: Motion to approve the Report of the September 27, 2022 Board of Education Retreat

V. School / Community Session

V.A. Public Participation

VI. Superintendent's Report

Speaker(s): Craig A. Cooke, Ph.D.

VI.A. District & School Development Plans Presentation

VI.B. 2023-2024 Budget Guidelines and Budget Calendar

VII. Board Members' Comments

VIII. Audience Response to Information Presented (Ref. Bylaw #9540.10)

IX. Future Agenda Items

X. Meetings / Dates of Importance (see attached)

XI. Adjournment

XII. The Town of Madison does not discriminate on the basis of disability, and the meeting facilities are ADA accessible. Individuals who need assistance are invited to make their needs known by contacting the Town ADA/Human Resources Director, Debra Ferrante, at 203-245-6310 or by email at ferranted@madisonct.org at least five (5) business days prior to the meeting.

MEMORANDUM

TO : Board of Education
cc: Superintendent Craig Cooke and Assistant Superintendent Gail Dahling-Hench

FROM : Board of Education Executive Committee

DATE : October 25, 2022

RE : Report on September 27, 2022 Board Retreat

The purpose of this Memo is to report back to the board and the public on the outcome of the Board Retreat on September 27, 2022. The main objectives of the Retreat were to reinforce board unity by coalescing around some priorities for next-level board work in planning and budgeting. The intended deliverable was for the board to utilize the identified priorities in developing a Budget Assumptions or similar document to help inform the budget process.

Board Vice Chair Galen Cawley and Board Secretary Emily Rosenthal worked collaboratively with Superintendent Craig Cooke, PhD and Assistant Superintendent Gail Dahling-Hench to produce the Agenda and program for the evening. The Board enjoyed some socialization over a nice light dinner that was supplied by our Chartwells food services vendor. Chairman Klaskin opened the Agenda with a brief address. He thanked the folks who planned the program and thanked all the members of the Board for their dedication and nonpartisanship. He thanked the members for offering their wide array of backgrounds and skill sets, and for maintaining the common temperament to make this a successful board. He concluded that this unusual and fortuitous combination of factors will allow the Board to strive for “next-level work.”

Vice Chairman Cawley and Secretary Rosenthal took over and introduced the program before handing off to Assistant Superintendent Gail Dahling-Hench. Ms. Dahling-Hench facilitated a three-step process designed to produce a ranking of priorities within and among three topical areas: **Academics, Projections, and Social-Emotional**. Data was supplied by category and board members’ comments were reviewed and categorized. Repeated comments helped to focus the discussion around areas of interest held in common among board members. Those priorities were captured on a poster. Board members were given five sticky dots to place on the poster, indicating their individual priority rankings. At the end of the exercise, it was surprising and gratifying to see that four areas had earned priority rankings from large pluralities of board members. The priorities are as follows:

- 1) Priorities for Academics:
 - a. Construct thinking to compare the marginal benefits to the associated marginal cost of test familiarity. Provide students the opportunity to “show what they know” in a testing platform by teaching test mechanics, administering the test later in the testing window on the academic calendar, and imparting school spirit and pride in group performance.
 - b. Curate other indicators that can help us to understand what our students know and can do.
 - c. Focus on “right-sizing” the five Profile of a Graduate columns for better distribution and opportunities for growth.
- 2) Priorities for Projections:
 - a. Develop opportunities to increase student diversity
 - b. Create a budget that reflects reasonable expectations with room for supporting priorities.
- 3) Priorities for Social-Emotional:

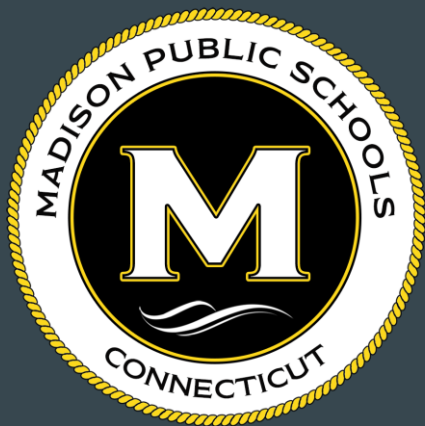
- a. The severity of anxiety and depression of all student groups is a crisis that requires our attention.
- b. Foster a strong, positive culture of students who will promote inclusion and respectful discourse. Such a school climate would provide an environment for all students to develop a sense of self, with opportunities for active student voice.
- c. Selection of materials and curriculum should promote alternate perspectives and self-awareness, including advocacy and “upstanders” (bystanders who speak up in defense of marginalized students).

Based on the vote counts of the top priorities, it appears there is broad-based support for the items listed above.

The evening ended with the Big Reveal that introduced us to our largely shared set of priorities. Members completed evaluation forms, but all agreed openly that the evening was indeed a success. The data from the evaluation forms matched the tenor of the positive comments expressed in person. In particular, there was shared appreciation for Ms. Dahling-Hench’s skill in bringing focus to the task and for her ability to drive consensus through the exercise. There was equal appreciation for the time and effort expended by Mr. Cawley, Ms. Rosenthal, and Superintendent Cooke.

End of report.

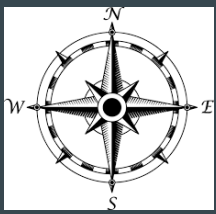
District and School Development Plans



Madison Board of Education Workshop
October 25, 2022

What is a Development Plan?

- A focus on building a systemic learning system
 - A roadmap for each level of the system to vertically align and accomplish common goals
 - **Four key areas:**
 - **Academics**
 - **Climate**
 - **Talent/Staff Development**
 - **Systems**
-



District Development Plan

District Data and Evidence
Collection

District Development Team
Review Objectives and
Progress

Set Action Steps 2022-23

Summer Administrative
Meetings

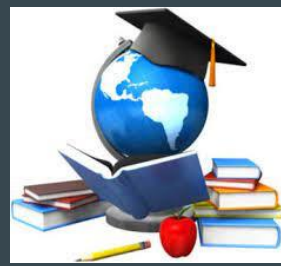
School Development Plans

School Data and Evidence
Collection

Review of District and School
Objectives and Progress

Set Action Steps 2022-23

School Development Team
reviews with staff and school
community



District Academic Goals

1. Data teams to gather and respond to Professional Learning Communities info; monitor progress toward district goals for all learners.
2. Increase accountability measures across district, attend to needs of subgroups.
3. Promote a "learning" system of high achievement/growth in Profile of a Graduate and priority standards.

Example of District Progress



Action Step 2021-2022:

Examine data warehouses for quick and effective data collection and synthesis for use in teams, buildings, and CO.

Evidence 2021-2022:

Committee examined 5 products
Selection Tableau: Training; VIZ building
Presented to all admin and piloted with 7 teachers
Introduction to staff June, 2022
Operational across district August, 2022

Action Step 2022-2023:

Launch data visualizations (VIZ) at schools and increase use of data in departments, and across core content to identify adjustments to curriculum, instructional

District Climate Goals



1. Diverse, inclusive community focused on mental health/wellness.
2. Student leadership; opportunities for diverse student voices.
3. Equity, agency and opportunity for students to participate in their education.
4. Physically and emotionally safe schools.

Example of District Progress



Action Step 2021-2022:

Examine curriculum materials to ensure that diverse perspectives, cultures and authors are represented in all content areas

Evidence 2021-2022:

January 4, 2022 Library BOE curr
NYU Culturally Responsive Curriculum Scorecard submitted with state reading application
Alternate Perspectives :Units developed Grade 1, Grades 5 and 7

Action Step 2022-2023:

Wellness Curriculum launch with plan for approach and vertical support for Physical, Mental and Emotional well-being across departments.

Academics



Climate

Action Step 2021-2022:

- Students will be able to achieve grade level standards and growth targets for ELA.

Evidence 2021-2022:

- SBAC:: Math - 82% proficient/ ELA - 79% proficient
- BAS Assessments data (Fall to Spring)
- K-61% to 74%/ 1- 68% to 75%/ 2-72% to 83%/ 3-84% to 92%
- SPRING EasyCBM:
ELA - 62% low risk, 33% some risk, 5% high risk
Math - 76% low risk, 17% some risk, 7% high risk

Action Step 2022-2023:

- Interventionists and special education teachers will be trained in dyslexia intervention and identification.

Action Step 2021-2022:

- Jeffrey School will decrease the amount of students indicating "there are groups of students that make others feel left out."

Evidence 2021-2022:

- Grade 3 Climate Survey Results
- 6% decrease in the number of students that feel that "there are groups of students that make others feel left out"
- Awarded the Honor of National Unified Champion School

Action Step 2022-2023:

- Jeffrey Staff will engage in an inquiry of how to explicitly teach students the skills of perseverance and problem solving (POG *Self-Awareness*).

Academics



Climate

Action Step 2021-2022:

Students in Grades K-3 will achieve grade level standards for ELA and Math.

Evidence 2021-2022:

- BAS / F&P Spring Results - Kindergarten - 79% at or above goal. First Grade - 73% at or above goal. Second Grade - 84% at or above goal. Third Grade - 87% at or above goal
- Spring EasyCBM results
- SBA Results
ELA - 78% at or above goal
Math - 73 % at or above goal

Action Step 2022-2023

- Interventionists and special education teachers will be trained in dyslexia intervention and identification.

Action Step 2021-2022:

Administrator and teachers will review and respond to the needs of staff, to identify methods to promote faculty wellness, support and respect.

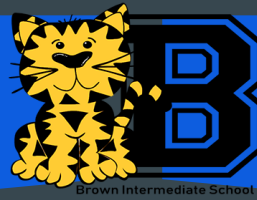
Evidence 2021-2022:

- Daily Notice - celebrate and recognize staff and provide current and comprehensive information regarding school wide events.
- Read Across America- March Madness at KHR
- Monthly assemblies
- "Welcome Back 2021" All Aboard to build excitement and enthusiasm for the new school year.

Action Step 2022-2023:

Thematic school-wide assemblies and spirit-days to enhance school community and culture

Academics



Climate

Action Step 2021-2022:

- Teachers will input and analyze data within a district selected student database to examine multiple indicators.

Evidence 2021-2022:

- Administration and staff training
- Staff participation in system selection (4 staff members)
- Full staff introduction of new system in June 2022

Action Step 2022-2023:

- To fully implement the Data Entry and Visualization system through Infinite Campus (VIZ).

Action Step 2021-2022:

- Develop a diverse and inclusive community of students, families, educators and community partners focussed on mental health and wellness.

Evidence 2021-2022:

- Wellness Lessons delivered by service providers (Stress management , conflict resolution, friendship skills, coping strategies)
- Advisory lessons under the PAUSE framework
- Daily Morning Meeting messaging

Action Step 2022-2023:

- Continued promotion of an inclusive environment through Sandy Hook Promise program, lunch groups, wellness lessons, Unified Sports, and partnership with Madison Youth Services and in school programs (Mindfulness, Lunch groups).

Academics



Climate

Action Step 2021-2022:

- Support district-wide committee in the selection of a student database to examine multiple indicators of achievement for use in PLCs

Evidence 2021-2022:

- Staff participation to select Tableau
- Training for administrators 4/26
- Initial training for staff in June 2022

Action Step 2022-2023:

- Utilize Tableau's data visualization tool (VIZ) and support staff use across core content areas to identify adjustments to curriculum, instructional interventions/accelerations.

Action Step 2021-2022:

- Develop consistent opportunities to discuss leadership, acceptance, diversity, and tolerance with students

Evidence 2021-2022:

- Monthly PAC meetings with each grade level
- Diversity Club presentation to faculty on pronouns
- Student-driven PEP rally for whole school

Action Step 2022-2023:

- Continue to provide consistent opportunities to discuss leadership, acceptance, diversity, and tolerance with students. Have more school-wide assemblies.

Academics



Climate

Action Step 2021-2022:

- Revise units to align with the current *Profile of a Graduate* capacities.

Evidence 2021-2022:

- Breakout rubrics for each capacity created in June 2022
 - Completed: Art 100%
 - In-Progress: CTE 12%; Science 95%, Social Studies 50% and World Language 100%; ELA 80%; Math 0%
 - Current Curriculum Work: PE/Health and Music

Action Step 2022-2023:

- Continue revising units to include the integration of *Profile of a Graduate* into instruction, assessments, and feedback to students.

Action Step 2021-2022:

- Increase student and faculty voice and agency in Wellness Wednesday activities

Evidence 2021-2022:

- Wellness Wednesday met on average 3 times per month
- Full school fundraiser earned \$3000 resulting in a “One Hour Wellness Wednesday”
- Student and staff input confirmed the preference of little to no structure during Wellness Wednesday.

Action Step 2022-2023:

- Develop supportive school cultures that support mental wellness and physical well-being as a community of professionals for staff/faculty benefit.

District Talent Goals



1. Staff diversity; active recruitment/supports.
2. Meaningful professional development in content specific standards and high impact instructional strategies.
3. Expansion and improvement of practice that is effective in meeting needs of today's learners.

Example of District Progress



Action Step 2021-2022:

Cross-training with regular education teachers and special education teachers

Evidence 2021-2022:

Foundations Trainings L3 - 10/11/21

Morphology Training with Ben Powers 10/11/21

Tim Rasinski Fluency PD on 3/17/22

Trauma Informed Instruction with CSDE 08/26/21

Responsive Classroom 1 Day Workshop on 11/19/21

DHHS Executive Functioning Oct 2021, Peg Dawson

Brown- monthly meetings between LA and math coaches with special education teachers

Action Step 2022-2023:

Wilson and Orton Gillingham training for special education teachers and reading specialists

District Systems Goals



1. Systems of student support from birth to beyond HS; goals for emotional, social, and academic thriving.
2. Understand and close achievement gaps, opportunity gaps, and readiness gaps.
3. Examine schedules to support anticipated district transitions and identified needs of learners.

Example of District Systems Progress



Action Step 2021-2022:

Study the impact of a Multi-Tiered System of Support (MTSS) from a model of Scientifically Research Based Instruction (SRBI).

Evidence 2021-2022:

review Intervention data : Students exit Tiered supports:
67 Math; 64 ELA; 31 Social Emotional
SRBI MTG
EL Tier I supports

Action Step 2022-2023:

Each building will examine data three times a year to identify sub-group performance (High Needs) compared to Non-High Needs and plan for intervention and impact follow-up meetings.

Talent



Systems

Action Step 2021-2022:

- Teachers will participate in **Instructional Rounds**.

Evidence 2021-2022:

- 2 sessions of Instructional Rounds were held
- Instructional Rounds Training
- Rounds Schedule
- Instructional Rounds Data

Action Step 2022-2023:

- A pilot group of Jeffrey classroom teachers and all SPED teachers will be trained in the formal co-teaching model.

Action Step 2021-2022:

- Expand the role of our social worker to include parent workshops, support groups, and connection with local agencies.

Evidence 2021-2022:

- serviced 22 students in both general and special education.
- was a standing member of our weekly SST meetings.
- oversaw the implementation of the DESSA assessment.
- co-taught in our PAL behavior program 5 days a week.
- spoke at PTO meeting.
- collaborated with multiple outside agencies: MYFS, DCF, etc.
- provided push-in support to classroom teachers.
- facilitated de-escalation to students in distress.
- conducted risk assessments.

Action Step 2022-2023:

- The mental health team will meet monthly to hold SSTs for students with behavioral and emotional concerns. The team will work proactively to engage families of students with chronic absenteeism.

Talent



Systems

Action Step 2021-2022:

- Teachers will participate in Instructional Rounds and Coaching Cycles to enhance their professional practice.

Evidence 2021-2022:

- Coaching cycles
- 2 opportunities for Instructional Rounds
- Outcomes of Instructional Rounds - accountable talk.
- Professional Development - Extension from the Instructional Rounds

Action Step 2022-2023:

- Teachers will participate in coaching cycles in the areas of math and ELA.

Action Step 2021-2022:

- KHR Leadership Team will review the existing daily schedule and make recommendations to the administration to maximize instructional time.

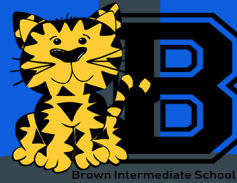
Evidence 2021-2022:

- Monthly leadership meetings
- Summer Leadership meetings
- Flexible schedule for lunches
- Grade Level meetings
- Morning Announcements

Action Step 2022-2023:

All teachers will populate and utilize data visualizations (VIZ) to identify necessary adjustments to curriculum and individual student instructional interventions/accelerations. Data will be examined by various subgroups including both *high-needs* and *non-high needs*.

Talent



Systems

Action Step 2021-2022:

- To grow teacher leaders through the Leadership Team and informal leadership opportunities.

Evidence 2021-2022:

- Leadership Team representation
- Responsibilities given to Team Leaders
- District and school committee teacher representation

Action Step 2022-2023:

- Brown teachers and paraeducators will learn and implement strategies to support ELL students in the classroom.

Action Step 2021-2022:

- Examine the current Brown instructional model and make recommendations for improvement to support student learning.

Evidence 2021-2022:

- School level scheduling committee
- Feedback from staff
- Central office, coordinators, and coaches feedback

Action Step 2022-2023:

- Work closely with facilities director, central office administration, teachers and coordinators to develop a plan after the renovation project begins in June 2023 to ensure all core and related arts programs will be fully delivered during the 23-24 school year.

Talent



Systems

Action Step 2021-2022:

- Identify opportunities for novice and veteran teachers to engage in professional development by participating in Instructional Rounds and Coaching Cycles

Evidence 2021-2022:

- Professional Development - English Learners, Restorative Practices, GameChangers, Pop Ins, TEAM
- Case Studies with coaches and interventionists
- 2 Student Teachers, 3 Administrative Interns, 5 Paras continuing education

Action Step 2022-2023:

- Staff will actively network with colleagues to encourage and enhance diverse learning experiences

Action Step 2021-2022:

- Teachers will establish specific language, tools, and materials for students to utilize explicit executive functioning techniques

Evidence 2021-2022:

- Overview for staff from expert Peg Dawson
- Summer work by Leadership Team
- Student Academy to start September 2022
- Resources shared with school counselors

Action Step 2022-2023:

- Continue research of executive functioning and formalize plans to implement EF supports appropriate for 6-8 students

Talent



Systems

Action Step 2021-2022:

- Administration promotes collaborative practices and fosters leadership opportunities for a professional learning system that promotes continuous improvement.

Evidence 2021-2022:

- NEASC report created collaboratively by all faculty
- All faculty created the Core Values Statement
 - Initial committee drafted changes
 - 2 hours at Coordinators
 - Reviewed by Standards groups
 - 2 hour revision of compiled edits
 - Final version complete-in POS and handbooks

Action Step 2022-2023:

- Provide high-quality support for faculty and staff

Action Step 2021-2022:

- Formulate a committee to review, design, and improve PAW lessons

Evidence 2021-2022:

- Teacher chaired committee reimagine advisory
- Two stipend positions approved by the BOE to support the development of our advisory program
- Advisory is currently meeting weekly at DHHS

Action Step 2022-2023:

- Explore the expansion of career and higher educational opportunities including internships, externships and job shadows for students in grades 9-12 based on interests and diverse needs.

Next Steps...



- Public Posting of annual plans
- Highlighted at PTO meetings
- The work!

**Madison Public Schools
2023-2024 Budget Calendar
DRAFT**

Date	Scheduled Meeting		Time	Location	Agenda
9/20/2022	Y		5:30 p.m.		Discuss Proposed Budget calendar / Budget Assumptions with Finance Committee
9/21/2022	Y		1:00 p.m.		Preliminary Budget Discussion: Calendar / Budget Guidelines, if applicable, with Admin. Council
9/26/2022	Y		9:00 a.m.		COAT Budget Discussion Calendar / Budget Guidelines, if applicable
10/3/2022	Y		9:00 a.m.		COAT Budget Discussion Calendar / Budget Guidelines, if applicable
10/5/2022	Y		1:00 p.m.		Preliminary Budget Discussion: Calendar / Budget Guidelines, if applicable, with Admin. Council
10/10/2022	Y		9:00 a.m.		COAT Budget Discussion Calendar / Budget Guidelines, if applicable
10/25/2022	Y		5:30 p.m.		Approve Proposed Budget calendar/Budget Guidelines, if applicable, with Finance Committee , if needed
10/25/2022	Y		7:30 p.m.		Approve Budget Calendar/Discuss Budget Guidelines, if applicable, w/ Board of Education
11/18/2022 Deadline			-		Proposed District Budgets entered on Accounting System
11/29/2022	Y		6:30 p.m.		Budget Discussion with Finance Committee
12/5/2022	Y		9:00 a.m.		COAT Discussion of Budget Entered into Accounting System
12/7/2022	Y		9am-12pm		Budget retreat - Administrative Council
12/13/2022	N		5:30 p.m.		Budget discussion with Finance Committee
12/21/2022					Distribution of Proposed Administrations Budget to BOE
1/10/2023	Y		7:30 p.m.		BOE/Administration Budget workshop #1
1/17/2023	N		6:30 p.m.		BOE/Administration Budget workshop #2, Possible action by BOE on Admin. Recommended Budget
1/24/2023	Y		7:30 p.m.		Action by BOE on Administration Recommended Budget, if necessary
Town Budget 2023-2024 Dates:					
					Board of Education submits budget to Board of Selectmen and Board of Finance
					Board of Education presentation to the Board of Selectmen and Board of Finance
					Public Hearing / Board of Finance, Board of Selectmen and Board of Education Presentation
					Tri-Board Meeting Budget Review
					2nd Public Hearing Review of Town Budget
					Referendum (date must be a Tuesday)

Madison Public Schools
ANNUAL OPERATING BUDGET GUIDELINES



ANNUAL OPERATING BUDGET GUIDELINES	Review line items and reallocate funding, based on expenditure history, to fund priority needs.
	Include known costs, and project anticipated contractual settlements, associated with employee contracts
	Align staffing profiles in accordance with enrollment projections, class size policy, state mandates and programmatic needs.
	Align per pupil core allocation funding levels for students based on projected Pre-K – 12 enrollments.
	Where possible, pre-purchase electricity and diesel fuel, while estimating pricing on natural gas market.
	Realize efficiencies in the following areas <ul style="list-style-type: none"> ○ Energy conservation, ○ Preventative facilities maintenance, ○ Collaborative staffing arrangements with the Town of Madison, ○ Participation in purchasing consortiums
	Prepare for new state guidelines and legislation.
	Support and prepare for district reconfiguration to K-5/PreK-5.
	Continue to provide the funding for special education services which are outlined in students’ individual education plan.
	Include Health Insurance funding projections.

B.O.E. PRIORITIES	Provide students with the opportunity to demonstrate knowledge in testing platforms with test familiarity.
	Create a budget that reflects reasonable expectations with room for supporting priorities.
	Foster a strong culture of students who promote inclusion and respectful discourse. Such school climates would provide an environment for all students to develop a sense of self, with opportunities for active student voice.
	Address the severity of anxiety and depression of all student groups.

2023-2024 ADMINISTRATIVE COUNCIL OPERATING BUDGET OBJECTIVES	<i>Budget Objectives as of This Date:</i>
	Prepare for end of ESSER funding on June 30, 2024: Effective School Solutions (expansion only) at Polson is anticipated to discontinue for 2023-2024.
	Respond to identified priorities to the curriculum cycle: <ul style="list-style-type: none"> ○ Year Two support for the Wellness Cycle which promotes: <ul style="list-style-type: none"> ▪ Health and Physical Literacy ▪ Awareness of students’ own personal physical and emotional needs ▪ Safety-enhancing choices to build physical, intellectual, social/emotional health and well-being for self and others ○ Plan and start writing process for systemic revision of: <ul style="list-style-type: none"> ▪ World Language ▪ Social Studies and ▪ Attention to State Mandates
	Fund transition plan for Director of Facilities
	Examine the benefits of a Curriculum Generalist
	Continuation of Armed Security coverage
	Technology <ul style="list-style-type: none"> ○ Support of technology obsolescence replacement plan, which now includes the 1:1 Chromebook initiative for K-12 ○ Continue Promethean Board Project and other technology upgrades
	Continue to respond to planned and cycled maintenance needs, as well as adequately fund repairs and maintenance by increasing annual funding.
	Address increased costs of trash and recycling and custodial supplies.



DATES OF IMPORTANCE

November 15, 2022	Curriculum & Student Development Cmte. Meeting – 5:30 p.m. Facilities Committee Meeting – 6:30 p.m. Board of Education Meeting – 7:30 p.m.
November 29, 2022	Finance Committee Meeting – 5:30 p.m. Policy Committee Meeting – 6:30 p.m. Board of Education Meeting – 7:30 p.m.
December 13, 2022	Curriculum & Student Development Cmte. Meeting – 5:30 p.m. Facilities Committee Meeting – 6:30 p.m. Board of Education Meeting – 7:30 p.m.
December 20, 2022	Finance Committee Meeting – 5:30 p.m. Policy Committee Meeting – 6:30 p.m.