

**Regular Board of Education Meeting
Wednesday, October 6, 2021 7:00 PM
Town Hall Meeting Room**

I. Administrative Reports

A. Chairman's Corner (5 min.)

Goals: Community Engagement: Enhance communication and build trusting relationships with all stakeholders.

Rationale: Ms. Sarah Thrall, Board Chair, will share opening remarks.

B. Superintendent's Announcements (5 min.)

Goals: Community Engagement: Enhance communication and build trusting relationships with all stakeholders.

Rationale: Dr. Jordan Grossman, Superintendent, will provide district updates.

C. Assistant Superintendent's Report (5 min.)

Goals: Community Engagement: Enhance communication and build trusting relationships with all stakeholders.

Rationale: Ms. Jennifer Parsons, Assistant Superintendent, will provide updates from the Assistant Superintendent's office.

D. Student Representative Reports (5 min.)

Rationale: Mr. Jacob Scotto and Ms. Tess Bajek, Student Representatives, will report on activities taking place at the high school.

E. Schools in the Spotlight (15 min.)

Attachments:

UConn Early College Experience at GMHS

4

Rationale: Mr. Rodney Scudder, High School Social Studies Teacher, and high school students, Ally McDonald and Natalie Ehrenwerth, will showcase the Early College Experience (ECE) Program.

II. Public Comment (20 min.)

Rationale: Granby community engagement and attendance at BOE public meetings is welcomed. The Public Comment segment of the meeting agenda is set aside so the BOE may receive public comments. Procedurally, public remarks will be limited to about 5 minutes and citizens will be asked to identify themselves. Because the BOE is limited by the Freedom of Information Act to discussing only matters on the agenda, the BOE is not permitted to engage in a discussion of the comments presented.

III. Consent Agenda (5 min.)

A. Minutes

Attachments:

Approved Minutes 9-15-21

18

Rationale: The Board will approve/amend the minutes of the September 15, 2021 Board of Education Meeting.

IV. New Business

A. 2021-2022 Secondary Continuous Improvement Plans (20 min.)

Attachments:

GMMS CIP Presentation 2021-22	22
GMMS 2021-22 SIP	31
GMHS CIP Presentation 2021-22	41
GMHS 2021-22 SIP	48

Rationale: Mr. Taylor Wrye, Middle School Principal, and Mr. Michael Dunn, High School Principal, will present their respective Continuous Improvement Plans for the 2021-2022 school year to the Board.

B. Approval of Revised Policy 4118.237/4218.237/5141.8 - Face Masks/Coverings (5 min.)

Attachments:

Granby Policy 4118.237-4218.237-5141.8 - Face Masks (Rev. 10-4-21)	58
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Rationale: The Board will consider the approval of revised Policy 4118.237/4218.237/5141.8 - Face Masks/Coverings as recommended by the Curriculum/Policy/Technology/Communications Subcommittee.

V. Old Business

A. 2021-2025 Strategic Plan for Granby Public Schools (15 min.)

Attachments:

Strategic Plan Draft 10-1-21	59
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Rationale: The Board will continue to discuss the 2021-2025 Strategic Plan for Granby Public Schools.

VI. Miscellaneous (20 min.)

A. Board Standing Committee Reports

1. Curriculum/Policy/Technology/Communication

Goals: Professional Learning: Develop the instructional skills and strategies of our teaching staff through ongoing, meaningful and systemic professional learning opportunities., Embracing Diversity: Adopt and promote strong instructional, curricular and leadership practices that embrace and advance knowledge and acceptance of human diversity and that eliminate bias., Safety and Social Emotional Well-Being: Foster a safe and positive social emotional environment for everyone.

2. Finance/Personnel/Facilities

Attachments:

Approved Finance SC Minutes 6-16-21	71
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B. Other Board-Related Reports

1. CREC/CABE

Goals: Safety and Social Emotional Well-Being: Foster a safe and positive social emotional environment for everyone.

2. Granby Education Foundation

Goals: Embracing Diversity: Adopt and promote strong instructional, curricular and leadership practices that embrace and advance knowledge and acceptance of human diversity and that eliminate bias.

C. Calendar of Events

Attachments:

Calendar of Events	73
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D. Board Member Announcements

E. Action Items

VII. Executive Session/Non-Meeting

UConn Early College Experience

Accessing College Credit at GMHS

UConn Early College Experience

1. ECE program and its history at GMHS
2. Eligible courses, credits & costs
3. Certified teachers
4. Assessments & Grading
5. Equity
6. GMHS participation
7. Credit transfer
8. Students perspectives
9. UConn ECE & Advanced Placement
10. Program benefits
11. Q & A

Early College Experience History

UConn

GMHS

- 1st concurrent enrollment program
- Started in 1955 as the UConn Coop program

- Started in 2007-08
- 2 courses / 48 students
- 11 courses / ~125 students



208

High School Partners



12,571

High School Students

Eligible courses, credits & costs

American Studies	=	AMST 1201	(3 credits)
		\$150	
Chinese IV	=	CHIN 1114	(4
credits)		\$200	
ECE Economics	=	ECON 1000	(3 credits)
		\$150	
AP French	=	FREN 3250 & FREN	
3268 (6 credits total)		\$300	
AP Language & Comp.	=	ENGL 1010	(4 credits)
		\$200	
AP Literature	=	ENGL 1011	(4 credits)
		\$200	

ECE Certified Teachers for 2021-22

American Studies = Amanda Ligas/Cathy
Marino

Chinese IV = Cindy Lu

ECE Economics = Rodney Scudder

AP French = Kate
Guyett/Karen Richmond

AP Language & Composition = John Crand

AP Literature = Linda Touchette

AP Spanish = Laura
Iapichino

AP U.S. History = Rodney Scudder

Assessments & Grading

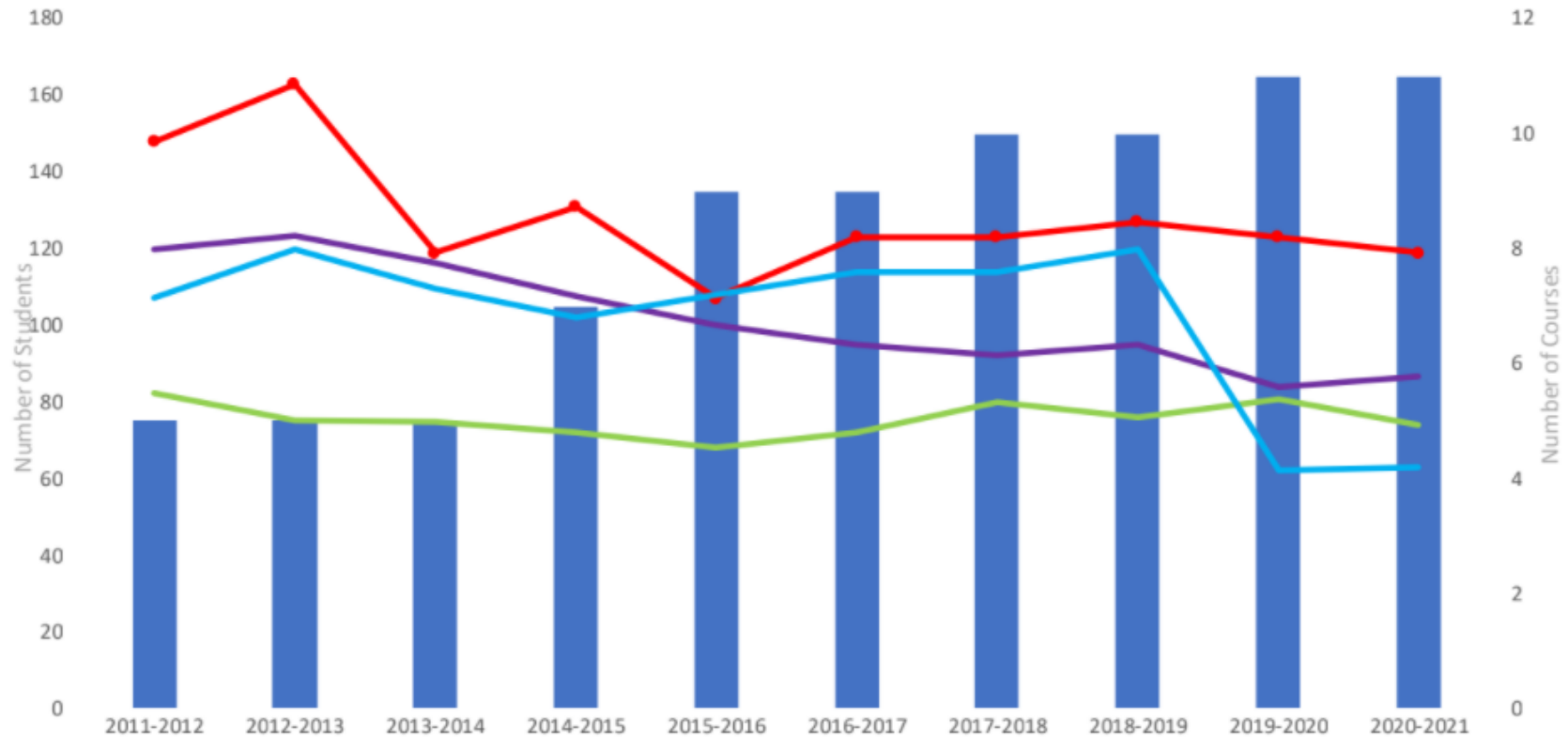
- GMHS teachers use our own assessments
- GMHS teachers determine semester grades

One caveat: UConn does not allow for a grade of A+ so an A+ at GMHS is recorded as an A on the UConn transcript.

UConn ECE & Equity

- Course requirements & accessibility
- Financial aid → FRL

GMHS participation



	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Number of Courses	5	5	5	7	9	9	10	10	11	11
Number of Students	148	163	119	131	107	123	123	127	123	119
County Student Mean	82	75	75	72	68	72	80	76	81	74
DRG Student Mean	120	123	116	108	100	95	92	95	84	87
School Size Mean	107	120	109	102	108	114	114	120	62	63

GMHS participation

- 20.91% GMHS school-wide participation (2020-21)
- 9.2% average school participation

Credit transfer

- 87% transfer rate
- UConn maintains a database for transfer credit
- Who does and who doesn't accept?

Student perspectives

Seniors Ally McDonald & Natalie Erhenwerth

UConn ECE & Advanced Placement

- Complimentary programs
- “Insurance”

Program Benefits

- Introduction to college academics/rigor in a familiar setting
- Significant financial savings
- Pre-college credits allow for possibilities/flexibility to:
 - study abroad
 - double major
 - gain internship experience in college
 - graduate early
- Grades transfer to UConn
- University resources, such as library access, for all UConn ECE Students and teachers
- Regular PD opportunities for our ECE teachers

Questions?

Regular Board of Education Meeting – Amended/Approved Minutes
September 15, 2021, 7:00 p.m.
High School Auditorium

Present Board Members: Mark Fiorentino, Melissa Migliaccio, David Peling, Sarah Thrall, and Tess Bajek and Jacob Scotto (Student Representatives)

Absent Board Members: Jenny Emery, Rosemarie Weber and Brandon Webster

Sarah Thrall called the meeting to order at 7:00 p.m.

I. Administrative Reports

I.A. Chairman's Corner

Sarah Thrall, Board Chair, stated the school year is off to a great start.

I.B. Assistant Superintendent's Report

Ms. Jennifer Parsons, Assistant Superintendent, provided updates from her office and stated 14 school days have officially been completed. Curriculum nights were all well attended. With regard to professional learning for teachers, a math consultant was in district and trained middle school math teachers as well as support staff and the administrative team. Additionally, a Teachers' College consultant for Kelly Lane teachers will be visiting in the next week or so. Regarding COVID, there have been 4 cases in our schools which is the most so far; however, all were impacted by community events. Overall, individuals are following the daily screening tool and staying home so this week there were no close contacts. Ms. Parsons stated that students who are quarantined based on a school or community exposure, they will have access to remote instruction; however, there is no option for remote learning voluntarily. Criteria has been developed for staff and students for learning/working remotely if applicable. Preparing for Executive Order 13G (vaccination of all individuals working in schools) and continuing to seek out advice in that area when it comes into effect on September 27th. Ms. Parsons stated she wanted to make a clarification that when there is a quarantine, there is a difference between returning to school and returning to athletics which Brian Maltese will review in his presentation this evening. David Peling inquired if there is any word from the Farmington Valley Health District (FVHD) on the Delta variant. Ms. Parsons stated there have been approximately 100 cases/week for the last few weeks; however, FVHD believes we are at the end of this wave and trends are going down a little bit but not significantly.

I.C. Student Representative Reports

- Tess Bajek stated the football team won last Friday against SMSA. All students were super excited and many people were there including administrators. Volleyball had a couple of games last week and this week and are undefeated so far; girls' soccer won against Rocky Hill 2-0, boys' soccer played a couple of games as well as field hockey.
- Student Government is attempting to plan a pep rally outside in the near future.
- Jacob Scotto stated there have been an influx of activities for the arts including auditions for *Radium Girls* which is a tragic but inspiring play.
- Auditions for chamber singers and a full in-person rehearsal was held last night.
- NHS met last week and are hoping to be more involved in the community this year.
- Students are happy to only have to wear masks in school and not having to deal with face shields and constant sanitizing and the school community feels much more together due to that.

Melissa Migliaccio stated there is a personal connection to Waterbury regarding *Radium Girls* and there is a museum in Waterbury that may have information. Sarah Thrall reminded the student representatives not to be shy and be involved in board meeting as the Board loves to hear their perspective on issues.

I.D. Business Manager's Report

Ms. Anna Robbins, Business Manager, presented the June 2021 and July/August 2021 Statements of Accounts stating the FY21 year-end results and results for FY22 thus far were reviewed. The BOE showed a return to the town of \$198K which is broken down into special education and regular education expenditures. Special education expenditures were favorable \$63K and regular education was favorable \$135K. Savings in special education out-of-district transportation and tuition contributed to the favorable outcome compared to budget. There were significant savings in student activities and general supplies related to the pandemic. The Q&D fund showed a favorable variance to budget of \$187K due to savings in magnet school tuition, the curtailment of after-school activities, transportation, summer programs, and related personnel expenses. Revenue to the town showed a shortfall of \$46K for FY21 with favorable results in tuition from other towns but was offset by unfavorable results in the Excess Cost Savings reimbursement, rental fees and pay-for-participation fees. The town benefitted \$134K from the prior year's expenses reimbursed from grant funds awarded to the BOE. Ms. Robbins stated for FY22, as of August 31st, there is a positive forecast of \$16K with special education expenditures unfavorable \$161K and regular education favorable \$177K. The driving factor for this variance in special education is the net change of out-of-district placements for students since the budget was prepared. Most of the savings in FY22 was in salaries between turnover and new hires resulting in savings. Revenue to the town is projected to be under-budget by \$6K. Currently unsure of rental fees and pay-for-participation fees this school year. Overall, Q&D was ahead of budget last year and anticipated to be ahead of budget this year as well. Mark Fiorentino stated these were reviewed this evening and thanked Ms. Robbins for the detail of these reports.

II. Public Comment

There were no public comments this evening.

III. Consent Agenda

III.A. Minutes

A motion was made by David Peling and seconded by Melissa Migliaccio to adopt the consent agenda. This motion passed unanimously at 7:17 p.m.

IV. Old Business

IV.A. Fall Athletic Update

Mr. Brian Maltese, Athletic Director, updated the Board on fall sports and COVID mitigation strategies in place for the fall season and stated all fall sports began on time, are in full swing including football this year, and will play a full schedule. Mr. Maltese informed the Board CIAC announced there will be a full post-season this year and have made a joint statement with the Department of Public Health encouraging all middle and high school athletes to get vaccinated. He also informed the Board that, unfortunately, athletics is facing an issue of transportation shortage for sporting events but that Granby is fortunate to have a lighted field in order that some events can be scheduled later. Mr. Maltese went on to state the current Executive Order will be followed on mask wearing. All athletes, spectators and coaches need to wear masks including volleyball (which is indoors) as well as coaches and students buses. He stated if a fully vaccinated asymptomatic athlete must wear masks Days 1-3 following an exposure and receive a negative test between days 3-5 and reviewed other scenarios for quarantining and returning to play as well. Mr. Maltese reviewed the fall participation numbers stating there are 239 high school athletes and 129 middle school athletes and the typical participation rate in the fall is around 40%. He informed the Board that live streaming events are being done when they can thanks to John Kroninger and others and athletics may team up with Mr. Gaeta to cover as many as possible. Sarah Thrall inquired about the return to play and quarantine policies from CIAC asking if they cover the coaches as well and Brian stated, yes, they do. David Peling inquired how the CIAC defines a severe case. Mr. Maltese stated whether a severe, mild or moderate case, you would have to be cleared by a medical professional. Ms. Parsons stated she believes severe would include hospitalization and that a physician would help to define this. Mark Fiorentino inquired what the

consequences are for failing to follow the guidelines and Mr. Maltese stated this is probably an addendum to the CIAC handbook and there would be a fine and potentially not being able to play in the post-season. Sarah Thrall inquired about unified sports and stated last year it did not come to fruition and Mr. Maltese stated this year they are hoping to put something together for a basketball season, bowling and possibly kickball.

V. New Business

V.A. Annual Testing Report

Ms. Jennifer Parsons, Assistant Superintendent, presented the 2020-2021 annual testing report to the Board and stated the summative-based tests include Smarter Balanced Assessment (SBAC), Next Generation Science Standards (NGSS), and School-Day SAT. These tests measure student achievement and growth over time and this is an annual snapshot of student achievement. SBAC testing was administered the last 12 weeks of school to students in Grades 3-8. The tests is delivered electronically with a score scale ranges of 2000 to 3000 and is broken down between Levels 1, 2, 3 and 4. Ms. Parsons reviewed the ELA results for Grades 3-8 and presented scores from 2015 through 2021; however, there were no results for 2020 due to the pandemic. She shared that there was growth in the Grade 3 cohort over the years and that, overall, students did a great job in maintaining proficiency. The drop in scores last year was attributable to less exposure to the test format for students due to prioritizing standards during classroom time. This will be brought back into the classroom this year. Ms. Parsons reviewed ELA highlights and next steps and stated there will be a focus on our youngest readers and ensuring support for them moving forward. The district is also looking to grow the K-5 curriculum model, through a partnership with Teachers' College, up to the middle school.

Next Ms. Parsons reviewed the math proficiency levels on the SBAC and stated comparison data for the state averages was not available this year. There was a great level of detail in the data but the state did not provide the high level overall data. The data was broken out by students who learned in-person or remotely so there separate sets of scores. Pre-pandemic Grade 3 students came in at a pretty good proficiency rate but there is a not a significant increase in the proficiency rates as they go through the grade levels. Ms. Parsons reviewed highlights and next steps for math which include making a curriculum and instructional change at the middle school in Grades 6-8 to realign the standards and implement Illustrative Mathematics. NGSS results were also reviewed for Grades 5, 8 and 11. Ms. Parsons stated there are only 2 years of data as this was a pilot test prior to 2018. Grade 5 performed consistently as well as Grade 11 but Grade 8 went down slightly but overall Granby's scores for Science are high and significantly higher than overall state scores in Science. For next steps, Ms. Parsons stated the district will continue to refine NGSS units and student scientists are excited to get back to hands-on science experiments.

Lastly, School Day SAT results were presented. Ms. Parsons stated this assessment was adopted by the State in 2016 in lieu of the SBAC testing for Grade 11 and is our summative state assessment and was designed to be an achievement test as opposed to an aptitude test. The Evidence-Based Reading & Writing (ERW) test focuses on gathering evidence from text but expands to social studies and science and Math focuses on Algebra, data analysis and problem solving. The state proficiency benchmarks are for students to obtain a 480 on ERW and a 530 on Math. Results shown were of the test taken on the SAT Day and Granby had respectable scores of 553 for ERW and 551 for Math. Going forward the district will aim to embed SAT-like experience in all grades and core content areas. PSATs will be given to Grades 8-11 this year. Ms. Parsons reviewed the overall instructional movement to utilize a common instructional framework; align Board Goals with District and School Improvement Plans; and, train Content Area Specialists, coaches and department heads to lead teams in the work.

Sarah Thrall thanked Ms. Parsons for the comprehensive report and inquired with regard to the science test, how Granby is able to provide any intervention for students who missed last year. Ms. Parsons stated some of the science scores can be correlated to the ELA scores. Math and ELA are assessed every year but the science is every other year. David Peling inquired how a parent would

know if a student did not meet proficiency. Ms. Parsons stated annual parent reports will arrive home as early as tomorrow. Mark Fiorentino stated he is personally encouraged by some of the details but would love to see a sharper focus as follows: 1) goals to be internally focused on what we want percentages to be; and, 2) set a goal of where students should be when they enter high school. Ms. Parsons stated these are both great points.

V.B. CAFE Leadership Award

The Board reviewed the CAFE Leadership Award for Level II, Board of Distinction. A motion was made by Mark Fiorentino and seconded by Melissa Migliaccio that the Granby Board of Education approve the application for the CAFE Leadership Award for Level II, Board of Distinction. This motion passed unanimously at 8:08 p.m.

V.C. FY21 Year-End Budget Transfers

The Board will discuss the approval of FY21 year-end budget transfers as recommended by the Business Manager and Finance/Personnel/Facilities Subcommittee. A motion was made by Mark Fiorentino and seconded by Melissa Migliaccio that the Granby Board of Education approve year-end budget transfers for FY21 as recommended by the Business Manager and Finance/Personnel/Facilities Subcommittee. Mark Fiorentino stated this procedure is done every year to balance the accounts and is an administrative action. This motion passed unanimously at 8:09 p.m.

VI. Miscellaneous

VI.A. Board Standing Committee Reports

VI.A.1. Finance/Personnel/Facilities

Mark Fiorentino stated this Subcommittee met this evening, most of which was discussed ahead. An update on the building committee was received and the general report is we are on schedule and if we stay on schedule, the construction projects should start this summer.

VI.B. Other Board-Related Reports

VI.B.1. CREC/CAFE

Mark Fiorentino stated CREC Council met today. CAFE is actively working on addressing the bus driver shortage and helping the providers find the funds and personnel to get through it. They are also working on trying to secure an increase to secure federal and state funding for HVAC for schools.

VI.B.2. Granby Education Foundation

There was nothing to report.

VI.C. Calendar of Events

Sarah Thrall stated very busy with curriculum nights. She attended the middle school one last night and thanked the teachers.

VI.D. Board Member Announcements

Spectators are now welcome to our sporting events so please come to the games and cheer on the Granby teams.

VI.E. Action Items

There were no action items this evening.

VII. Executive Session/Non-Meeting

A motion was made by Mark Fiorentino and seconded by Melissa Migliaccio to enter into an Executive Session to discuss a collective bargaining agreement. This motion passed unanimously at 8:15 p.m.

The Executive Session adjourned at 8:22 p.m.

Respectfully submitted,

Linda Powell, Board Recorder

GRANBY MEMORIAL MIDDLE SCHOOL

Continuous Improvement Plan 2021-2022



GRANBY PUBLIC SCHOOLS

Vision of a Graduate

All Granby Public Schools students will become resourceful learners and effective communicators who positively contribute at the local, national and global levels.

Resourceful Learners	<ul style="list-style-type: none">❖ Ask questions and identify problems or challenges❖ Identify strategies and methods for personal success❖ Explore and connect areas of interest❖ Set goals and persist in achieving these goals❖ Gather and evaluate a variety of sources and perspectives❖ Synthesize information and create solutions❖ Solve complex problems by applying approaches from multiple disciplines
Effective Communicators	<ul style="list-style-type: none">❖ Listen closely and respectfully participate in discourse❖ Value diverse voices and viewpoints❖ Prepare a message for an identified purpose and audience❖ Express ideas clearly in a variety of ways❖ Support arguments with evidence❖ Adapt and adjust thinking based on feedback and new learning❖ Use tools and technology flexibly and strategically
Positive Contributors	<ul style="list-style-type: none">❖ Develop meaningful connections with others❖ Collaborate for a common goal❖ Exhibit compassion and empathy❖ Make healthy and responsible decisions❖ Use personal talents and knowledge to contribute to society❖ Demonstrate civic responsibility❖ Understand that actions have impact on the local community, the country and our global society

Board Goal #1: Student Learning and Achievement

Improve student achievement, academic performance and opportunity at all grade levels and for all ability levels and decrease achievement gaps on the path to college and career readiness.

School Goals:

1.1 - Granby Memorial Middle School students will achieve levels of proficient or higher on the state assessment by monitoring their growth and performance over time and providing high-quality effective instruction.

Math:

- Implement the Illustrative Math Program
- Progress Monitoring
- Data Teams

English Language Arts:

- Implementation of Readers and Writers Workshop
- Progress Monitoring
- Data Teams

Board Goal #1: Student Learning and Achievement

Improve student achievement, academic performance and opportunity at all grade levels and for all ability levels and decrease achievement gaps on the path to college and career readiness.

School Goals:

1.2 - At Granby Memorial Middle School we will build Scientific Research-Based Intervention (SRBI) system to support all learners and match students with appropriate intervention programs and structures to accelerate progress for all learners.

- Create SRBI process and committee
- Tier 1 Progress Monitoring and Team Meetings
- Implementation of Workshop Model Progress Monitoring

Board Goal #2: Community Engagement

Enhance communication and build trusting relationships with all stakeholders.

School Goal:

At Granby Memorial Middle School we will utilize technology to facilitate communications that reach all stakeholders in a timely fashion and utilize the most recent methods and platforms.

- Establish consistent communication strategies
- Facilitate Quarterly PAC Meetings
- Sustain The Bear Necessities monthly newsletter
- Strengthening the Middle Schools' digital presence

Board Goal #3: Safety and Social Emotional Well-being

Foster a safe and positive social emotional environment for everyone.

School Goal:

Provide all Granby Memorial Middle School staff with ongoing professional learning opportunities which focus on student social and emotional well-being of students and staff.

- Build upon School Climate Training from last year
- Train all staff on Restorative Practices
- Implement the CASEL framework
- Continuous feedback from key stakeholders

Board Goal #4: Budget Development and Fiscal Management

Practice responsible budget development and management through transparency and maximize available financial resources through a balance of fiscal discipline and innovative educational investments.

School Goal:

Continue to create a long-term financial plan which aligns with the vision of the Board of Finance

- Work with all stakeholders within Granby Public Schools to ensure an up-to-date Small-Cap Budget that reflects the current needs of the middle school.
- Monitor class sizes to ensure appropriate learning environments and staffing.
- Conduct a staff structure review of the Middle School to ensure that the middle school's structures are the best possible support structure.

Board Goal #5: Embracing Diversity

Adopt and promote strong instructional, curricular and leadership practices that embrace and advance knowledge and acceptance of human diversity and that eliminate bias.

School Goals:

Ensure system-wide practices and structures are in place at Granby Memorial Middle School to support the implementation of Granby Public Schools Anti-Bias / Anti-Racism Plan.

- Granby Equity Team (GET) members present information at faculty meetings for staff that increases their consciousness around cultural proficiency and helps uncover bias in teaching practices & routines.
- Train staff in Restorative Practices (RP)

Board Goal #6: Professional Learning

Develop the instructional skills and strategies of our teaching staff through ongoing, meaningful and systemic professional learning opportunities.

School Goals:

Implement a common instructional framework that aims to increase student engagement utilizing clear shared outcomes, and practices

- Work with the Great Schools Partnership (GSP) to align and be consistent with shared outcomes.
- Teachers will reflect upon the newly adopted Vision of the Graduate and plan to integrate the competencies in their instruction and curriculum, including the Capstone Experience.
- Create and facilitate Data Teams
- Team Meetings - Every other day



Granby Memorial Middle School
Continuous Improvement Plan 2021-2022

Table of Contents

The Vision of the Graduate	2
Board Goal #1: Student Learning and Achievement	3
Board Goal #2: Community Engagement	5
Board Goal #3: Safety and Social-Emotional Well-Being	6
Board Goal #4: Budget Development and Fiscal Management	7
Board Goal #5: Embracing Diversity	8
Board Goal #6: Professional Learning	9

GRANBY PUBLIC SCHOOLS

Vision of a Graduate

All Granby Public Schools students will become resourceful learners and effective communicators who positively contribute at the local, national and global levels.

Resourceful Learners	<ul style="list-style-type: none">❖ Ask questions and identify problems or challenges❖ Identify strategies and methods for personal success❖ Explore and connect areas of interest❖ Set goals and persist in achieving these goals❖ Gather and evaluate a variety of sources and perspectives❖ Synthesize information and create solutions❖ Solve complex problems by applying approaches from multiple disciplines
Effective Communicators	<ul style="list-style-type: none">❖ Listen closely and respectfully participate in discourse❖ Value diverse voices and viewpoints❖ Prepare a message for an identified purpose and audience❖ Express ideas clearly in a variety of ways❖ Support arguments with evidence❖ Adapt and adjust thinking based on feedback and new learning❖ Use tools and technology flexibly and strategically
Positive Contributors	<ul style="list-style-type: none">❖ Develop meaningful connections with others❖ Collaborate for a common goal❖ Exhibit compassion and empathy❖ Make healthy and responsible decisions❖ Use personal talents and knowledge to contribute to society❖ Demonstrate civic responsibility❖ Understand that actions have impact on the local community, the country and our global society

Board Goal #1: Student Learning and Achievement

Improve student achievement, academic performance, and opportunity at all grade levels and all ability levels and decrease achievement gaps on the path to college and career readiness.

School Goal:

Granby Memorial Middle School students will achieve levels of proficiency or higher on the state assessment by monitoring their growth and performance over time and providing high-quality, effective instruction.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
Math				
1. Implementing Illustrative Math Program	Administration, Math Coach, and Teachers	21/22 School Year	Time / Purchase of new material	M1. Percentage of Students in the following grades will achieve the subsequent score of proficient or better. Grade 6 47% to 70% Grade 7 30% - 65% Grade 8 48% - 70%
a. Train Teachers in the Illustrative Math Program	Math Coach, Capital Region Educational Council Trainer	Ongoing	CREC Trainers	
2. Implement formative assessments to monitor progress - STAR, IAB, PSAT 8/9	Coaches, Teachers	21/22 School Year	Time / Coverage	
3. Data Team Discussions	Coaches, Teachers, Administration	Ongoing	Interim Assessment Results / Time / Coverage	M2. Students will complete the assessments according to the timeline established at the start of the year.
Reading / Writing				
1. Implementing Reader / Writers Workshop model	Reading Coach, Teachers	21/22 School Year		3M. Utilizing Great Schools Partnership data protocols to have data dive discussions with teams on a bi-weekly basis.
2. Implement progress monitoring assessments - STAR, IAB, PSAT 8/9	Reading Coaches, Teachers, Administration	21/22 School Year	Interim Assessment Results / Time / Coverage	RW1. S Percentage of Students in the following grades will achieve the subsequent score of proficient or better. Grade 6 - 72% to 80% Grade 7 - 53% to 75 % Grade 8 - 65% to 80%
3. Data Team Discussions & Next Steps	Coaches, Teachers, Administration	Ongoing		RW2. Students will complete the assessments according to the timeline established at the start of the year.
				3RW. Utilizing Great School Partnership data protocols to have at data dive discussions with teams

School Goal:**At Granby Memorial Middle School, we will build a Scientific Research-Based Intervention system to support all learners and match students with appropriate intervention programs and structures to accelerate progress for all learners.**

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Create Scientific Research-Based Interventions (SRBI) Process and Committee	Coaches, Support Staff, Administration, Teachers	Bi-Weekly	Time	Creation of a schedule and Agendas
2. Consistent Tier 1 Meetings with Team	Math & Reading Coach, Administration, and Support Staff.	Ongoing	Time	Creation of a schedule and Agendas
3. Workshop Progress Monitoring	Math & Reading Coach	All year	Grant Funded	Achievement of Student Goals

Board Goal #2: Community Engagement

Enhance communication and build trusting relationships with all stakeholders.

School Goal:

At Granby Memorial Middle School, we will utilize technology to facilitate communications that reach all stakeholders in a timely fashion and utilize the most current methods and platforms.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Establish consistent communication with the GMMS community and Granby community at large.	Administration, Teachers & Staff	Ongoing	Time, Google Workplace	Weekly updates to share events and happenings within the school. Updates will be posted on teacher's Google Classrooms.
2. Facilitate a quarterly Parent Advisory Council (PAC) meeting	Administration	Once a quarter	Virtual and Physical Spaces	Presentations and recordings
3. Sustain The Bear Necessities Newsletter	Principal, Teachers & Staff	Monthly	S'more subscription	Send Newsletter to stakeholders via School Messenger and Social Media.
4. Have an active digital media presence for GMMS. Specifically, The GMMS website, Facebook, Twitter, and Instagram.	Administration, Administrative Assistants	Ongoing	Social Media Platforms	Post twice a week on official school social media accounts

Board Goal #3: Safety and Social-Emotional Well-Being
 Foster a safe and positive social-emotional environment for everyone.

School Goal:
Provide all Granby Memorial Middle School staff with ongoing professional learning opportunities which focus on student social and emotional well-being of students and staff.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Build upon School Climate Training from last year	Administration, Teachers	All Year	School Climate Training	All staff members will actively utilize skills and practices gained from school climate training.
2. Implement Restorative Practices	School Climate Consultants	Two 4 Hour PD Days	Time during PD day	GMMS staff members will attend a two-day training on Restorative Practices
3. Implement CASEL SEL Framework	Administration, Teachers, School Climate Committee	Ongoing	CASEL Framework & Protocols	Teachers - Students are aware implement the CASEL SEL core competencies
4. Solicit feedback around School Climate from key stakeholders	Administration, and Teachers	Fall, Winter, and Spring	Google Forms	Responses to surveys and other data collection methods

Board Goal #4: Budget Development and Fiscal Management

Practice responsible budget development and management through transparency and maximize available financial resources through a balance of fiscal discipline and innovative educational investments.

School Goal:

Continue to create a long-term financial plan which aligns with the vision of the Board of Finance.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Work with all stakeholders within Granby Public Schools to ensure an up-to-date Small-Cap Budget that reflects the current needs of the middle school.	Principal, CAS leaders, and Teachers	Ongoing	Meeting Time with critical stakeholders	Meeting Agenda and notes. Submission of Small-Cap Budget for Approval.
2. Monitor class sizes to ensure appropriate learning environments and staffing.	Administration	Ongoing	PowerSchool and Time	Ensuring that class sizes are within the acceptable norms of middle school.
3. Conduct a staff structure review of the Middle School to ensure that the middle school's structures are the best possible support structure.	Administration, CAS Leaders	Ongoing	Meeting Time and Space	Summary of review structure presented to the Superintendent

Board Goal #5: Embracing Diversity

Adopt and promote strong instructional, curricular, and leadership practices that embrace and advance knowledge and acceptance of human diversity and that eliminate bias.

School Goal:

Ensure system-wide practices and structures are in place at Granby Memorial Middle School to support the implementation of Granby Public Schools Anti-Bias / Anti-Racism Plan

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
<p>1. Granby Equity Team (GET) members present information at faculty meetings for staff that increases their consciousness around cultural proficiency and helps uncover bias in teaching practices & routines.</p>	<p>Administration, Granby Equity Team Members Connecticut Center for School Change Staff</p>	<p>All year</p>	<p>Staff Meetings</p>	<p>The GET will present information to the GMMS staff on topics that address the GET mission and purpose.</p>
<p>2. Trained in Restorative Practices (RP)</p> <p style="padding-left: 20px;">a. Implement RP techniques into daily lessons</p> <p style="padding-left: 20px;">b. Building, maintaining, and, when necessary, repairing relationships among all members of a school community.</p>	<p>School Climate Consultants, Administration, Teachers, and Staff</p> <p>Teachers and staff</p>	<p>Two 4-hour training</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Funds for Training / Time during Professional Development (PD) Days</p> <p>Time and resources to help build a culture based on Restorative Practices</p>	<p>All GMMS teachers will be trained in Restorative Practices.</p> <p>Team Building Activities, The First Three Days, Academic Enrichment Activities.</p>

Board Goal #6: Professional Learning

Develop the instructional skills and strategies of our teaching staff through ongoing, meaningful, and systemic professional learning opportunities.

School Goal:

Implement a common instructional framework that aims to increase student engagement utilizing clear shared outcomes and practices

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Work with the Great Schools Partnership to align and be consistent with shared outcomes.	Great Schools Partnership	Ongoing	Money to fund GSP training	Teachers will utilize Great School Partnerships' best practices in meetings and learning environments.
2. Teachers will reflect upon the newly adopted Vision of the Graduate and plan to integrate the competencies in their instruction and curriculum, including the Capstone Experience.	Coaches	Ongoing	The Vision of the Graduate, Time	Teachers will share out at meetings throughout the year. It will be visible within Classrooms.
3. Create and facilitate Data Teams	Coaches	Ongoing	Time, Datapoints	Agendas and Data
4. Team Meetings - Every other day	CAS Leaders, Teachers, and Staff.	Ongoing	Time	Agenda and Schedules

Granby Memorial High School

Continuous Improvement Plan 2021-2022



Board Goal #1: Student Learning and Achievement

Improve student achievement, academic performance and opportunity at all grade levels and for all ability levels and decrease achievement gaps on the path to college and career readiness.

Opportunity goal - Every student enrolls in at least one college credit-bearing course (Advanced Placement, Early College Experience, College Career Pathways) while in high school.

- **Messaging, scheduling, credentialing**
- **Utilize College Board reports**
- **AP Boost Boot Camp**

Achievement goal - Increase by 7% 11th grade students meeting benchmark on Math and Evidence-Based Reading and Writing (ERW) sections of PSAT/SAT between the fall 2021 PSAT and spring 2022 Connecticut School Day SAT

- **Utilize College Board reports**
- **Establish departmental goals and measures**
- **Review instructional focus areas and Khan linkage with students**

Board Goal #2: Community Engagement

Enhance communication and build trusting relationships with all stakeholders.

Improve frequency and effectiveness of communication that captures and celebrates our school through a variety of communication platforms.

- **Use digital media, surveys and outreach**
- **Develop and support Broadcast club**
- **Grow School to Career through CTE Advisory Board**

Board Goal #3: Safety and Social Emotional Well-being

Foster a safe and positive social emotional environment for everyone.

Increase staff capacity to create trauma-informed and socially-emotionally responsive classrooms and school environment using the Collaborative for Academic, Social, and Emotional Learning (CASEL) Framework

- **Provide Training**
- **Engage Advisory, Bridges and Student Government**
- **Develop consistency in grading practices**

Board Goal #4: Budget Development and Fiscal Management

Practice responsible budget development and management through transparency and maximize available financial resources through a balance of fiscal discipline and innovative educational investments.

Manage the budget process to maximize efficiencies while increasing needed supports for students who struggle academically and socially/emotionally

- **Explore alternative educational models**
- **Monitor class size staffing and scheduling**
- **Establish and monitor replacement cycles**

Board Goal #5: Embracing Diversity

Adopt and promote strong instructional, curricular and leadership practices that embrace and advance knowledge and acceptance of human diversity and that eliminate bias.

Continue to improve systems and practices to maximize equitable opportunities for all students.

- **Engage in Experiences to Explore Equity (E3s)**
- **Continue to build capacity to conduct conversations around equity**
- **Partner with students to develop schedule of positive messaging**
- **Develop curriculum including Black and Latino Studies elective**

Board Goal #6: Professional Learning

Develop the instructional skills and strategies of our teaching staff through ongoing, meaningful and systemic professional learning opportunities.

Improve staff capacity to clarify outcomes and use data protocols to inform instruction.

- **Collaborate with Great Schools Partnership to improve capacity around and model data protocols**
- **Clarify standards-aligned learning targets linked to Vision of the Graduate**
- **Develop opportunities for vertical alignment**



Granby Memorial High School

Continuous Improvement Plan 2021-2022

Table of Contents

Vision of the Graduate	2
Board Goal #1: Student Learning and Achievement	3
Board Goal #2: Community Engagement	5
Board Goal #3: Safety and Social Emotional Well-Being	6
Board Goal #4: Budget Development and Fiscal Management	7
Board Goal #5: Embracing Diversity	8
Board Goal #6: Professional Learning	9

GRANBY PUBLIC SCHOOLS

Vision of a Graduate

All Granby Public Schools students will become resourceful learners and effective communicators who positively contribute at the local, national and global levels.

Resourceful Learners	<ul style="list-style-type: none">❖ Ask questions and identify problems or challenges❖ Identify strategies and methods for personal success❖ Explore and connect areas of interest❖ Set goals and persist in achieving these goals❖ Gather and evaluate a variety of sources and perspectives❖ Synthesize information and create solutions❖ Solve complex problems by applying approaches from multiple disciplines
Effective Communicators	<ul style="list-style-type: none">❖ Listen closely and respectfully participate in discourse❖ Value diverse voices and viewpoints❖ Prepare a message for an identified purpose and audience❖ Express ideas clearly in a variety of ways❖ Support arguments with evidence❖ Adapt and adjust thinking based on feedback and new learning❖ Use tools and technology flexibly and strategically
Positive Contributors	<ul style="list-style-type: none">❖ Develop meaningful connections with others❖ Collaborate for a common goal❖ Exhibit compassion and empathy❖ Make healthy and responsible decisions❖ Use personal talents and knowledge to contribute to society❖ Demonstrate civic responsibility❖ Understand that actions have impact on the local community, the country and our global society

Board Goal #1: Student Learning and Achievement

Improve student achievement, academic performance and opportunity at all grade levels and for all ability levels and decrease achievement gaps on the path to college and career readiness.

GMHS Goal:

1. Opportunity goal - Every student enrolls in at least one college credit-bearing course (Advanced Placement, Early College Experience, College Career Pathways) while in high school.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Explicitly encourage enrolling in at least one college-credit bearing course while at GMHS	Administration, teachers, counselors	Ongoing	Support for AP, ECE and CCP certification	Increased enrollment
2. Review AP Instructional Planning Report to determine and implement instructional priorities	AP Teachers and academic leaders	Ongoing	AP Report, meeting time	Instructional strategies
3. Expand use of AP Boost Boot Camp	AP Teachers	Ongoing and summer 2022	Funding for AP Boost	Increased enrollment

GMHS Goal:

2. Achievement goal - Increase by 7% 11th grade students meeting benchmark on Math and Evidence-Based Reading and Writing (ERW) sections of PSAT/SAT between the fall 2021 PSAT and spring 2022 CT SAT

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Engage English, Math, Social Studies and Science teachers in using College Board Growth and Instructional Planning Reports to target student growth goals	Teachers, coaches	November and ongoing	College Board resources, meeting times	PLC reviews of practice related to data
2. Establish departmental goals to measure growth in P/SAT-assessed standards	Department leaders, coaches	Fall	Meeting times	Departmental and PLC data
3. Establish dedicated opportunities including through Academic/Learning Centers for students to review College Board instructional focus areas	Teachers, coaches	November and December	Meeting time to train teachers	Student goals
4. Expand use of Khan Academy resources	Teachers	Ongoing	Time for training	Increased % of linked accounts

Board Goal #2: Community Engagement

Enhance communication and build trusting relationships with all stakeholders.

GMHS Goal:

1. Improve frequency and effectiveness of communication that captures and celebrates our school through a variety of communication platforms.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Increase regular communication including through digital media to share celebrations in addition to information	Principal, departments and teachers	Ongoing	Time, technology	Teacher & school strategies for proactively reaching out to/engaging with families
2. Increase opportunities for family and staff input and feedback through surveys, Faculty Forms, PAC, SEPTO, social media, etc.	Administration, PAC, SEPTO	Ongoing	Meeting time, technology	Survey responses
3. Develop Broadcast Club as a venue for showcasing examples of our Core Values and Vision of the Graduate in action	Advisors	Ongoing	Stipends, meeting time, project resources	Functioning club
4. Grow the School to Career program by increasing collaboration with community businesses through our Career and Technology Education (CTE) Advisory Board	CTE advisor, CTE teachers, community partners	Fall and Spring meetings	Meeting times	Action planning

Board Goal #3: Safety and Social Emotional Well-Being
Foster a safe and positive social emotional environment for everyone.

GMHS Goal:

1. Increase staff capacity to create trauma-informed and socially-emotionally responsive classrooms and school environment using the Collaborative for Academic, Social, and Emotional Learning (CASEL) Framework

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Provide training for staff on CASEL Framework and restorative practices	District/school support staff, administration	October and November PD	PD resources, planning time, consultancy	Improved strategies, survey responses
2. Develop surveys and other measures for increased opportunities for student feedback	Administration and support staff	Ongoing	Survey measures	Survey results
3. Implement Advisory best practices from the GSP summit	Advisory Planning Team	Summer and ongoing	GSP resources, meeting time	Revised Advisory, survey results
4. Engage Bridges and Student Government in celebrations, planning and committees	Bridges/Student Gov. advisors and admins	Ongoing	Meeting time	Committee representation
5. Address NEASC highlighted need to reduce inconsistencies in grading practices including clarifying expectations for habits of work	Inclusive committee	November through March	Meeting time, research, best practices	Revised and consistent practices

Board Goal #4: Budget Development and Fiscal Management

Practice responsible budget development and management through transparency and maximize available financial resources through a balance of fiscal discipline and innovative educational investments.

GMHS Goal:

1. Manage the budget process to maximize efficiencies while increasing needed supports for students who struggle academically and socially/emotionally

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Collaborate with district colleagues to explore models including alternative school structures to address SEL needs	District and school administration	Fall budget process	TBD	Proposals
2. Monitor class sizes to ensure appropriate learning environments and staffing and create alternative year cycles of offerings	Administration, department leaders	Fall budget through winter scheduling	Meeting time, Program of Studies	Efficient staffing, alternate year course cycles
3. Develop replacement cycles for textbooks, uniforms, musical instruments, furniture, and technology to allow for predictable expenses and develop a cycle to dispose of items that are outdated or no longer needed	Administration, Assistant Superintendent, Business Manager	Fall budget cycle	Time	Revised cycles

Board Goal #5: Embracing Diversity

Adopt and promote strong instructional, curricular and leadership practices that embrace and advance knowledge and acceptance of human diversity and that eliminate bias.

GMHS Goal:

1. Continue to improve systems and practices to maximize equitable opportunities for all students.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Partner with CT Center for School Change and GMHS Granby Equity Team network to embed consciousness-building Experiences to Explore Equity (E3s) into meetings and professional learning in order to increase cultural proficiency/uncover bias	CCSC, district and school admin, GMHS GET network	Ongoing	PD sessions with CCSC, Meeting time	E3s, Survey results
2. Continue to build staff capacity to approach conversations around equity with students during Advisory	Administration, Advisory teachers	Ongoing	Meeting time	Planned conversations and feedback forms
3. Enlist Student Government and Bridges in establishing a regular schedule of messaging to celebrate cultural diversity	Administration, advisors, student leaders	Ongoing	Meeting time	Scheduled celebrations and messaging
4. Develop a Black and Latino Studies Social Studies elective course	Social Studies department, Assistant Superintendent	Course approval, preparation ongoing, development summer 2022	PD resources, paid curriculum writing time	New Course

Board Goal #6: Professional Learning

Develop the instructional skills and strategies of our teaching staff through ongoing, meaningful and systemic professional learning opportunities.

GMHS Goal:

1. Improve staff capacity to clarify outcomes and use data protocols to inform instruction.

Action Steps	Person(s) Responsible	Timeline	Resources/Finances	Evidence/Measurements
1. Engage teachers and teams in developing capacity to use data to inform instructional decisions and interventions	Administration, DLT, GSP Consultant, Coaches	Fall and ongoing	PD, meeting times	Increased teacher capacity, reviews of practice
2. Establish strategies to clarify intended outcomes around standards-aligned learning targets linked to the Vision of the Graduate	Teachers, department leaders, coaches, administrators	Fall, January and May Goal meetings and ongoing	Meeting times, observation cycles	Survey responses around explaining how learning connects to intended outcomes
3. Use and model protocols to increase the efficiency and effectiveness of team meetings	Administration, leadership team	Fall and ongoing	Time, School Reform Initiative resources	Improved use of protocols
4. Increase professional development opportunities to focus on vertical K-12 and 6-12 alignment	Assistant Superintendent, coaches	Spring PD	Spring PD time	Vertical articulations

Personnel Certified/Non-Certified

Students

Face Masks/Coverings

The District recognizes the importance of protecting the health and safety of students, staff, and the community during the COVID-19 pandemic. As such, and in accordance with requirements and guidelines issued by the Connecticut State Department of Education (“SDE”), the District requires that all individuals entering a school building, a District facility, or a District transportation vehicle wear an appropriate face covering. An appropriate face covering shall consist of a cloth mask or disposable procedure-style mask that completely covers the individual’s nose and mouth. An appropriate face covering shall not include bandanas or exhalation valve masks. Any student or staff member who presents for entrance into a school building, District facility or District transportation vehicle who is not wearing an appropriate face covering shall be provided an appropriate face covering by the District.

Compliance with this policy shall be mandatory for all individuals while in a school building, District facility and/or District transportation vehicle, unless an applicable exception applies. Any individual who refuses to wear an appropriate face covering at all times while in a school building, District facility or District transportation vehicle shall be denied admission and/or required to leave the premises, unless an applicable exception applies. In addition, failure to comply with this policy may lead to disciplinary action for students and staff, and exclusion from school property for members of the community, in accordance with applicable laws, rules, regulations, and/or Board policies.

The District authorizes the Superintendent or designee to develop administrative regulations and/or protocols to implement this policy. Such administrative regulations and/or protocols shall outline authorized exceptions to the requirement that all individuals wear an appropriate face covering in the school buildings, District facilities and District transportation vehicles and may identify additional face covering rules as related to the safe operation of the school community.

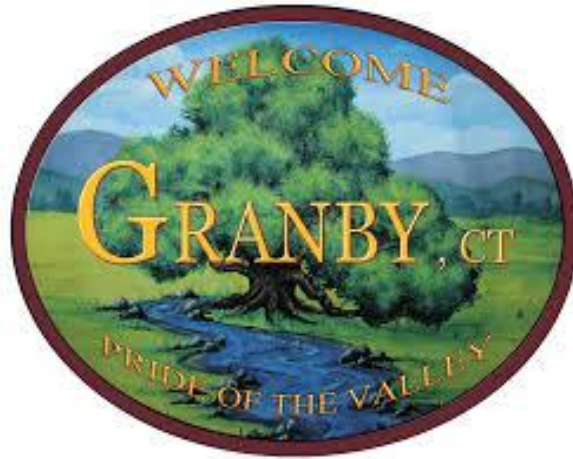
This policy is in response to State of Connecticut Executive ~~Order 7~~Orders related to the COVID-19 pandemic and will be effective as long as ~~this~~these executive orders ~~are~~is in place.

Legal References:

Connecticut General Statutes § 10-221

Adapt, Advance, Achieve: Connecticut’s Plan to Learn and Grow Together, Connecticut State Department of Education, as amended by Addendums 1-11 (June 29, 2020 through August 31, 2020).

Granby Public Schools



MOVING FORWARD TOGETHER STRATEGIC PLAN

2021-2025





TABLE OF CONTENTS

Message from the Board of Education	1
Core Values	2
Vision of the Graduate.....	3
Our Schools.....	4
Goal #1: Student Learning and Achievement.....	5
Goal #2: Community Development.....	6
Goal #3: Safety and Social Emotional Well-Being.....	7
Goal #4: Budget Development and Fiscal Management	8
Goal #5: Embracing Diversity.....	9
Goal #6: Professional Learning.....	10



MESSAGE FROM THE BOARD OF EDUCATION

Board of Education Members:



Sarah Thrall
Board Chairman



Mark Fiorentino
Vice Chairman



Rosemarie Weber
Secretary



Jenny Emery
Board Member



Melissa Migliaccio
Board Member



David Peling
Board Member



Brandon Webster
Board Member

SUPERINTENDENT OF SCHOOLS



Jordan E. Grossman, Ed.D.
Superintendent of Schools



CORE VALUES

The Board of Education's core values are the non-negotiable principles, shared beliefs and collective commitments that must be demonstrated by the Board of Education and district staff in order to advance the district vision and mission.

SUCCESS FOR ALL STUDENTS

WE BELIEVE the success of every student matters; outcomes should not be predictable by race, ethnicity, or socioeconomic status; and, equity demands the elimination of all achievement gaps and meeting the needs of students of all abilities and backgrounds.

SAFE ENVIRONMENT

WE BELIEVE providing a safe, secure and personalized learning environment is essential for students' physical, emotional and intellectual development.

CONTINUOUS IMPROVEMENT

WE BELIEVE in a commitment to continuous improvement through holding our practice to the highest standards of performance, effectiveness and efficiency.

ACCOUNTABILITY

WE BELIEVE accountability to the community for performance and results matters and that it is a reciprocal process requiring the provision of resources and support for staff to meet the expectations. Being accountable and reliable in our actions and commitments demonstrates responsibility, helps evaluate our effectiveness and informs practice.

DIVERSITY

WE BELIEVE in inclusiveness, that each individual's differences and contributions are valued and the diversity of cultures, abilities and backgrounds is an asset to the district.

ETHICAL BEHAVIOR

WE BELIEVE each individual's contributions add value to our learning community; fair treatment, honesty, openness, and integrity are essential.

ECONOMIC VALUE

WE BELIEVE in the wise stewardship and investment of funds and resources and in the realization of a high return on investment from the use of taxpayer funds.

VISION OF THE GRADUATE

GRANBY PUBLIC SCHOOLS

Vision of a Graduate

All Granby Public Schools students will become resourceful learners and effective communicators who positively contribute at the local, national and global levels.

Resourceful Learners	<ul style="list-style-type: none">❖ Ask questions and identify problems or challenges❖ Identify strategies and methods for personal success❖ Explore and connect areas of interest❖ Set goals and persist in achieving these goals❖ Gather and evaluate a variety of sources and perspectives❖ Synthesize information and create solutions❖ Solve complex problems by applying approaches from multiple disciplines
Effective Communicators	<ul style="list-style-type: none">❖ Listen closely and respectfully participate in discourse❖ Value diverse voices and viewpoints❖ Prepare a message for an identified purpose and audience❖ Express ideas clearly in a variety of ways❖ Support arguments with evidence❖ Adapt and adjust thinking based on feedback and new learning❖ Use tools and technology flexibly and strategically
Positive Contributors	<ul style="list-style-type: none">❖ Develop meaningful connections with others❖ Collaborate for a common goal❖ Exhibit compassion and empathy❖ Make healthy and responsible decisions❖ Use personal talents and knowledge to contribute to society❖ Demonstrate civic responsibility❖ Understand that actions have impact on the local community, the country and our global society

Adopted by the Granby Board of Education September 1, 2021

OUR SCHOOLS



Kelly Lane Primary School
Grades PK-2
Enrollment: 371



Wells Road Intermediate School
Grades 3-5
Enrollment: 360



Granby Memorial Middle School
Grades 6-8
Enrollment: 446



Granby Memorial High School
Grades 9-12
Enrollment: 569

GOAL AREAS

Goal 1: Student Learning and Achievement

Improve student achievement, academic performance and opportunity at all grade levels and for all ability levels and decrease achievement gaps on the path to college and career readiness.

Strategic Initiatives:

- 1.A. Establish a clear and concise instructional and curricular framework which is vertically and horizontally aligned across the district.
- 1.B. Align standards, instruction, assessment and professional development for PreK-12 curricular areas.
- 1.C. Continue to integrate digital learning tools and support technology infrastructure.
- 1.D. Ensure all students are supported in achieving at proficiency levels or higher on the state assessments by monitoring their growth and performance over time and providing high-quality effective instruction.
- 1.E. Ensure all students have the same access to instruction and supports and eliminate any barriers to success.
- 1.F. Explore additional certificate based programs and international programs that expands students' global competency.
- 1.G. Continue to develop the college and career process for Grades 6-12 as well as enhance developmental guidance and advisory structures to support college and career opportunities and the creation of Student Success Plans.
- 1.H. Ensure successful transition for children to preschool and into kindergarten and the early grades.
- 1.I. Develop a culture of data in which teachers gather and analyze a variety of data sources to inform instruction for their class as a whole as well as individual students.
- 1.J. Implement and use a data system that can store and collect formal and informal assessment information in an easy to view format and analyze multiple data points across time and subjects.
- 1.K. Analyze course offerings and utilization of courses offered including enrollments and staffing implications.
- 1.L. Embed the Vision of the Graduate in capstone projects and curriculum/ learning expectations. Revise capstone projects to allow students an opportunity to exhibit learning in relation to the Vision of a Graduate at key grades.
- 1.M. Build SRBI systems to support all learners and match students with appropriate intervention programs and structures to accelerate progress for all learners.
- 1.N. Develop coaching philosophy and structures that lead to the expectation that each teacher will participate in a minimum of one (1) job-embedded formal coaching cycle each year.

Goal 2: Community Engagement

Enhance communication and build trusting relationships with all stakeholders.

Strategic Initiatives:

- 2.A. Develop a communication plan which infuses the use of technology to engage families and stakeholders for the purpose of gathering input, providing information, and increasing transparency to support student learning.
- 2.B. Continue to improve transition process for all new students entering the Granby Public Schools.
- 2.C. Partner with college/university and other post-secondary programs and institutions to develop transition opportunities for students.
- 2.D. Develop a plan to engage alumni in the happenings of the Granby Public Schools.
- 2.E. Collaborate with the PTO, PAC, SEPTO, and Athletic Booster Clubs and create partnerships in supporting students and working with families to keep them apprised of school events and their child's learning.
- 2.F. Develop a district wide plan for branding the district and each school individually in regards to logos, colors, mottos.
- 2.G. Grow the School-to-Career Program to form bonds with community businesses that could providing mentoring, internships and shadowing experiences to students.



Goal 3: Safety and Social Emotional Well-Being

Foster a safe and positive social emotional environment for everyone.

Strategic Initiatives:

- 3.A. Fully implement a social and emotional well-being curriculum and behavioral expectations that provide a common experience for all learners and plans for intervention supports and crisis management for our students in need.
- 3.B. To expand student access to more social and emotional health service.
- 3.C. Require all school leaders to have a well-developed, effective strategies to promote positive and productive school climates and integrate restorative practices where appropriate.
- 3.D. Provide all staff with ongoing professional learning opportunities which focus on student social and emotional well-being.
- 3.E. Continue to seek ways to enhance the quality of athletics, visual and performing arts.
- 3.F. Strengthen ways to use advisee programs and initiate a new system to evaluate student experiences.
- 3.G. Continually review and enhance all safety and security protocols.



Goal 4: Budget Development and Fiscal Management

Practice responsible budget development and management through transparency and maximize available financial resources through a balance of fiscal discipline and innovative educational investments.

Strategic Initiatives:

- 4.A. Examine all new state mandates to determine funding sources and identify significant unfunded mandates as part of the district's legislative efforts.
- 4.B. Benchmark total compensation for staff and collaborate with the Board of Finance in long-range planning to assure the district can attract and retain talent that is commensurate with the high-quality educational environment reflected by our core values.
- 4.C. Ensure the use of cross-training processes across the district for ongoing, efficient operations across the district.
- 4.D. Implement facility condition assessment and educational suitability assessment including a technology analyses to provide a foundation for the district five-year capital outlay plan to provide safe, healthy and efficiently operated schools.
- 4.E. Continue to create a long-term financial plan which aligns with the vision of the Board of Finance and taxpayers.
- 4.F. Continue to seek town and regional partnerships as a way of being more efficient.
- 4.G. Utilize grant opportunities to maximize tax payer dollars and supplement services and programming in innovative ways.
- 4.H. Maintain replacement cycles for items such as textbooks, uniforms, musical instruments, furniture, and technology to allow for predictable expenses.
- 4.I. Continue to work with the Board of Selectman and Board of Finance on large capital projects.



Goal 5: Embracing Diversity

Adopt and promote strong instructional, curricular and leadership practices that embrace and advance knowledge and acceptance of human diversity and that eliminate bias.

Strategic Initiatives:

- 5.A. Ensure system-wide practices and structures are in place to support implementation of the Granby Public Schools Anti-Bias/Anti-Racism Plan.
- 5.B. Ensure that individualized plans for students are written and implemented in a way that provides the appropriate levels of support while allowing the greatest access to the curriculum and classroom instruction.
- 5.C. Develop systems and structures that allow students to explore their interests and enrich their learning.
- 5.D. Work to involve families of all students including those attending the Granby Public Schools as Hartford or Hartland residents.
- 5.E. Provide professional learning opportunities for staff to build awareness and understanding of the needs of diverse learners.
- 5.F. Build staff capacity to utilize differentiated instructional and assessment practices to support diverse learning needs and increase engagement in the learning process.
- 5.G. Build student capacity for understanding themselves as learners and support student voice and advocacy in the school setting.
- 5.H. Examine our continuum of services at each level of learning and across our many disciplines to enhance programming and specialized instruction.



Goal 6: Professional Learning

Develop the instructional skills and strategies of our teaching staff through ongoing, meaningful and systemic professional learning opportunities.

Strategic Initiatives:

- 6.A. Define, explain, and implement a professional growth system that is based on individual, school, and district needs.
- 6.B. Build employee capacity to collaborate and share accountability for outcomes.
- 6.C. Develop an educator evaluation plan process for targeted areas of growth, deliberate practice in order to increase teacher effectiveness.
- 6.D. Implement a common instructional framework that aims to increase student engagement utilizing clear shared outcomes, practices and feedback to promote complex thinking and transfer.
- 6.E. Ensure alignment with adopted programs by providing ongoing professional development, job-embedded coaching, and feedback from assessment data.
- 6.F. Create opportunities for PK-12 vertical/horizontal teams in all of the content areas to allow conversations and alignment with the discipline standards and ensure through lines in curriculum and instructional approaches.
- 6.G. Research and develop a leadership structure that most effectively and efficiently creates point people for each content area across multiple grades so that leadership can be provided in PLC meetings, curriculum development, resource selection, as well as in supporting teacher development.
- 6.H. Explore ways to utilize the expertise of our staff to provide opportunities for peer-to-peer learning and develop leadership in staff.
- 6.I. Utilize Professional Learning Communities as structures to enable collaboration around best teaching and learning practices based on data conversations.



Finance Subcommittee Meeting – Approved Minutes

June 16, 2021, 5:30 p.m.

Central Services

Attendance:

Jenny Emery	Present	Jordan Grossman	Present
Mark Fiorentino	Present	Anna Robbins	Present
Melissa Migliaccio	Present	Shannon Sullivan	Present
Sarah Thrall	Present		

Meeting commenced at 5:30 p.m. Meeting adjourned at 6:47 p.m.

1. Public Comment: None

2. Approve Minutes from the Finance Subcommittee Meeting on May 19, 2021: Melissa moved, and Mark seconded approval. Passed with one abstention.

3. May Statement of Accounts: Anna reviewed the status through the end of May, with a current predicted positive balance of \$80k. There was a discussion of various changes, and the assumptions the business office uses to reasonably predict where the year will end.

4. Year-End Needs Assessment: An updated “needs assessment” was reviewed. The \$10k boiler repair is in process, and likely can be funded with available maintenance funds already budgeted. There was a discussion of the opportunity to purchase the staging and ramps needed for graduation, considering annual challenges and costs associated with the current practice of renting. Subject to administrative assessment of the useful life, storage, and the possibility of uses by the schools and the community, the FC endorsed this purchase. Jordan was asked to review with the Mike Guarco on the BOF the expected year-end numbers, anticipating this expense.

5. Food Services Update: Open issues related to the final close-out of the 2019-21 Sodexo contract have been resolved, and this open item should be finalized before year end, using the food service fund. For the 2020-21 year, the anticipated covid-related loss which built during the first several months of the school year (low utilization) has been reduced to an expected \$10k, also to be funded through the food service fund. Anna was asked to calculate how much of the reduction was related to the extension of our program to East Granby, which led to a discussion of exploring other cooperative efforts to reduce overall costs. Jordan is pursuing and will continue to bring us opportunities.

6. Building Committee Update: The staircase and science classroom work has begun, and it to be completed this summer. The Building Committee will be finalizing the HS roof architect RFP tomorrow evening. Grant requests and architect RFPs are on target for state review and finding, wherever possible, in anticipation of the HS roof and major kitchen/cafeteria renovations to happen in the summer of 2022.

7. Security Grant Application: Round #5 of the State’s security grants has been issued, and the administration is submitting requests in two defined areas. If successful, the BOE’s share of these grants would be around \$250k. Once we learn of the state’s support for our application, we will discuss whether to proceed, and the funding strategy. This review will be done in conjunction with the bi-annual safety audit conducted by CIRMA, all to be reviewed and discussed in executive session.

8. Update on COVID Grants: We reviewed the three “ESSER” grants – the first received and used during 2020; the second granted and accounted for in the 2021-22 budget, and the third – the America rescue Plan (ESSER III) which will be utilized over the next two years, and which requires alignment with specific issues such as learning recovery. The “Reopening Task Force” met last week to begin to review the work done this past year and will continue to be used to provide guidance for the optimal utilization of these grants.

9. Planning for Contract Negotiations in the Fall of 2021: Sarah is waiting to hear from several Board members regarding g serving on the GASA negotiating committee, as we would like to move quickly with this negotiation. The custodians and secretaries can then be undertaken, ideally to be settled in advance of the setting of the 022-23 budget (i.e., undertaken during the fall of 2021 and settled by budget season.

10. Other: Jordan reviewed the status of the proposed GEF grant for the schools (and community) “TV Station.” Details are being worked through and he hopes for a positive finalization of plans, soon.

With no other business, Mark moved, and Melissa seconded adjournment at 6:47 p.m.



UPCOMING DISTRICT EVENTS

October 6	Curriculum Subcommittee Meeting Board of Education Meeting	5:30 p.m. 7:00 p.m.	Central Services Town Hall Mtg. Room
October 11	Holiday – No School		
October 12	Professional Development – No School		
October 13	PSAT Day		
October 13	Superintendent’s Community Conversation	10:00 a.m.	Via Zoom
October 13	Virtual PAC Meeting	6:00-7:00 p.m.	
October 13	SEPTO Meeting	6:30-8:00 p.m.	WR Media Ctr./Virtual
October 15	Pep Rally		
October 16	Homecoming Block Party	TBD	HS Grounds
October 20	Finance Subcommittee Meeting Board of Education Meeting	5:30 p.m. 7:00 p.m.	Central Services Town Hall Mtg. Room
October 21	NHS Induction Ceremony	7:00-8:00 p.m.	HS Auditorium
November 1	World Language Induction Ceremony	6:00-8:00 p.m.	HS Auditorium
November 1	HS PAC Meeting (Tentative)	7:00 p.m.	HS Media Center
November 2	Professional Development – No School		
November 3	Curriculum Subcommittee Meeting Board of Education Meeting	5:30 p.m. 7:00 p.m.	Central Services
November 5-6	HS Drama Play, <i>Radium Girls</i>	7:00 p.m.	HS Auditorium
November 7	HS Drama Play, <i>Radium Girls</i>	2:00 p.m.	HS Auditorium
November 9	Blood Drive	8 a.m.-1 p.m.	HS Community Gym
November 15	Finance Subcommittee Meeting Board of Education Meeting	5:30 p.m. 7:00 p.m.	Central Services Town Hall Mtg. Room
November 20	Fall Coffeehouse	7:00-9:00 p.m.	HS Auditorium