Superintendent's Goals for 2014-2015

Mid Cycle Progress Report

January 7, 2015

Introduction:

Thank you for taking the time to review this mid-cycle progress report on my goals for the 2014-2015 school year. In the report below, the key actions of each goal that have been met or are on target are highlighted in green. Any key actions that haven't been met at this time are highlighted in red. An update follows each goal.

Goal 1: Student Learning Goal – Vision 2020 Development to Secure K to 8 Math Program

Objective 1: Teaching and Learning

Evaluation Standard I (Indicators A, B, C, D, E)

In collaboration with district administrators and the V2020 Team, the following objectives of the V2020 project will be met; 1) the pilot programs at the elementary and middle school level will be implemented and evaluated, 2) a program recommendation that meets all of our predetermined criteria will be announced in the spring for 2015-2016 implementation.

Goal Summary: To evaluate and select a K to Grade 8 program to support V2020.

1. Implement pilot programs.
2. Evaluate progress and analyze data.
3. Communicate progress.
4. Make a final recommendation on a program and roll-out implementation plan.

Key Actions:

1. Implement the selected pilot programs with consistency. Provide structured training for pilot program teachers and additional opportunities for all other teachers to observe the program(s) and process. (Ongoing)
2. Evaluate progress, analyze data, and solicit feedback to support the recommendation of a program(s) that is best for Hanover. (December- February)
3. Provide monthly progress reports to School Committee.
4. Hold an informational community event for the elementary and middle school levels to enhance communication, respond to questions, and establish expectations for students and families. (November)

5. Evaluate hardware and software needs to support recommended programs and incorporate those needs into the procurement and rollout plan. (December-February)
6. Make program selection and present to the community at an announced School Committee meeting. (Spring '15)
7. Develop action plan and make necessary preparations for September 2015 implementation.

Update:

The pilot program(s) are ongoing at each grade level K-8 in multiple classrooms. The teachers are engaged in ongoing professional development and peer observations under the supervision of Mrs. St. Ives, our principals, and our math coaches. A community forum (videotaped for HCTV) was held at HHS that included teachers engaged in the pilot program with approximately 60 parents in attendance. School Committee observational visits have been scheduled and more will follow. Mr. Ciccolo is evaluating technology needs and we will be making a recommendation on interactive technology in each K-8 classroom. Formal evaluation of the current pilot program(s) begins in late January with a possible recommendation in February or March. Overall, this goal is on target.

Goal 2: District Improvement Goal – Educator Evaluation

Objective 2: Human Capital

Evaluation Standard I (Indicators A, B, C, D, E), Standard II (B)

By spring 2015, the district will have completed one full cycle (2 years) of the new Educator Evaluation process. In collaboration with our district-wide leadership team and HTA, we will sustain current protocols, processes, and timelines while enhancing support, coaching, and communication. The goal of this initiative should result in open reflective dialogue between teachers and administrators around teaching and learning focused on increased student achievement.

Goal Summary: To sustain, support and enhance the Educator Evaluation System.

1. Support educator activities (5 Steps: Self-Assessment, Goal Setting, Educator Plan Implementation, Formative Assessment & Evaluation, Summative Evaluation).
2. Develop and implement professional development topics, based on data driven feedback from staff.
3. Provide ongoing technology training and support for staff and administrators.
4. Provide district-wide monthly communication (discussions, updates, evaluation).
5. Provide feedback opportunities for teachers (meetings, surveys, etc.).

Key Actions:

1. Update Evaluation Timeline with realistic and attainable completion dates. (September)

2. Develop and implement new teacher training (2 sessions) on the Evaluation System. (September)
3. Survey staff on process conducted last year. (September)
4. Use collected data to differentiate professional development opportunities across the district to support individual needs.(October/November)
5. Provide "refresher" Evaluation training overview for current staff. (September)
6. Continue to meet monthly as a Leadership Team providing support for the process, reflection, time for collaboration and consistency in implementation (PD and process). (Ongoing)
7. Provide building based monthly drop in sessions, small group, and individual support for staff. (Ongoing)
8. Support teachers and administrators organization of the process through the use of Baseline Edge. (November/December)
9. Solicit regular feedback from staff utilizing data to drive future training/professional development topics (Evaluation of PD sessions). (Ongoing)
10. Regular communication with staff through meetings and district-wide updates related to process, components, and professional development. (Ongoing)
11. Evaluate 2014-2015 process making modifications and revisions where necessary for implementation in 2015-2016. (May/June)
12. Evaluate Baseline Edge as the preferred and sustainable software application for Hanover. (Spring '15)

Update:

Our leadership team and our teachers (with the support of the HTA) continue to follow the educator evaluation process as outlined by the state and our negotiated requirements for timelines and feedback. The district wide survey (over 60% response) provided data used to develop specialized PD in each school that is current and ongoing. Communication between administrators and teachers is regular and ongoing. In the spring, we will evaluate our progress, and the various processes involved, as a leadership team and with the HTA. We will make modifications for future years if needed. During this evaluation period, we will make a determination of the suitability and sustainability of the Baseline Edge software that we are currently using to manage the evaluation process. Overall, this goal is on target.

Goal 3: District Improvement – Vision 2020 Funding

Objective 3: Sustainable Funding

Evaluation Standard II (Indicator E)

In collaboration with the Business Manager, Leadership Team, School Committee, and Town Officials, establish a funding plan to support the V2020 math program recommendation to be successfully incorporated into the FY 2016 budget proposal for the HPS.

Goal Summary: To evaluate options and strategically finance a K to Grade 8 math program to support V2020.

1. Work with V2020 team and vendors to develop purchasing strategy and funding needs.
2. Create a funding plan to incorporate all required resources.
3. Make a final recommendation on a program and provide community education.

4. Purchase program (materials, training, software, etc.).

Key Actions:

1. Provide monthly progress reports for the School Committee (public release) and staff from the Asst. Superintendent.
2. As part of the Business manager's financial reports, provide mid-year and third quarter progress tracking in FY 2015 budget that may identify opportunities to support project funding.
3. Evaluate hardware and software needs to support recommended programs and incorporate those needs into the procurement and roll-out plan. (December-February)
4. Work with School Committee and Town Officials to evaluate options to finance the required resources including budget allocation, capital investment, borrowing, and other available opportunities. (February - March)
5. In parallel to #3, solicit bids and proposals to determine total costs for implementation. (February – March)
6. Prepare reports/presentations for community review on the funding options and the cost benefit of the selected program. (March – April)
7. Secure funding at the Town Meeting (May) and purchase program for FY 2016 roll-out. (May-June)

Update:

To date, we have provided a comprehensive cost projection to the School Committee, the Town Manager, and the Budget Advisory Committee. This projection has been issued as a public release as well. As part of the V2020 evaluation process, and our budget development goals, we have determined the need to recommend interactive technology for all K-8 classrooms to facilitate and advance key educational needs in all areas of the curriculum. The projected cost of this initiative is included in our V2020 funding projections. I meet regularly with the Town Manager to evaluate funding options for the two major components of V2020 implementation (program and technology costs) and I expect to have options available for consideration by March. Once a program recommendation is made, we will begin the procurement process and the development of a communication plan for the greater community. Overall, this goal is on target.

Goal 4: District Improvement Goal – Effectively Implement a Comprehensive Communications Strategy to Promote HPS Accomplishments and Opportunities for Community Participation in Student Activities and Events

Objective 4: Community Engagement

Evaluation Standard III (Indicators A, B)

In collaboration with the Office of Family and Community Engagement (FACE), our Technology Team, and Administrators, we will 1) develop and implement a collaborative communication platform and public relations strategy to promote HPS accomplishments to the broader community and increase awareness of HPS events, and 2) increase opportunities for community involvement with our schools.

Goal Summary: To increase awareness of HPS events, accomplishments, and community engagement opportunities in a comprehensive communications platform.

1. Implement a coordinated communications strategy to centralize information.
2. Enhance and streamline web format and content to promote and celebrate student achievements, school events, and opportunities for involvement.
3. Develop and implement new activities and events to increase community access and engagement with HPS.

Key Actions:

1. In collaboration with FACE, Tech Team, and Administrators, we will evaluate and modify the HPS website to increase ease of use, updated, and centralized information. (By spring '15)
2. Utilize social media to direct users to the web site for current news and updates. (Ongoing)
3. In partnership with HCTV, develop school centered programming to inform and entertain the community on HPS happenings.   (Fall to Spring)
4. Develop and implement new events to bring employees and families together. (Seasonal)
5. Develop and implement new events to share with the greater community (ie: senior dinner, access to cultural events, outdoor concerts). (Spring)
6. Provide regular access and information to local media outlets to encourage and support coverage of HPS community engagement initiatives. (Ongoing)

Update:

The most significant action toward this goal to date is the development of "Anchor TV". Three episodes have already aired (also available on-line) with more in production. This collaboration with HCTV is creating opportunities for HPS to showcase the accomplishments of our students and staff to our entire community, and we are exploring opportunities to offer educational experiences for students as part of program development and production. We continue to work on website improvements, and we actively use social media (Facebook, Twitter, Blackboard Connect) to provide updates to the school community for both general and focused communications. I frequently speak with local reporters, particularly the staff at the *Hanover Mariner*, and they have done many positive feature stories on our students this year. We recently held events for all staff and their families (football tailgate and holiday party) and we have other district wide events planned for the second half of this school year. We are also planning

activities for the spring that will be inclusive of the entire community. Our vision for a district wide "Drama Society" is coming together with major productions at each of our schools this year. <u>Overall, this goal is on target.</u>

Goal 5: District Improvement Goal - ALICE Training and Implementation:

Evaluation Standard II (Indicator A), Standard III (Indicator A)

In collaboration with the Hanover Police Department, District Security Liaison, and Leadership Team, we will train all HPS staff through direct instruction and active participant training on response strategies to critical incidents such as a school shooter.

Goal Summary: To educate and empower all HPS employees with the strategies to respond to a school shooter or other critical incident.

1. Train HPS staff on ALICE strategies.
2. Educate the community on ALICE and school safety issues.
3. Engage in ongoing age appropriate student/staff training and drills.

Key Actions:

1. Coordinate with HPD to certify HPS employees (including member of the School Committee) as ALICE trainers. (Ongoing)
2. Train all leadership team members and secure 100% group buy-in. (Completed)
3. Educate and inform School Committee of ALICE and training plan. (Ongoing)
4. Inform and prepare staff of training and protocol changes. (September)
5. Implement full-day training on ALICE supported by HPD. (October 14)
6. Schedule and implement a "community forum" to educate parents and community members on ALICE and respond to questions and ideas. (October – November)
7. Implement age appropriate student training and drills. (Fall '14 and Spring '15)
8. Follow up drills and new employee orientation. (Annual)

Update:

Thanks to the leadership and commitment of Mr. Galligan, Chief Sweeney, Mr. Geary, and the HPD, our fall training and implementation of ALICE went extremely well. Our partnership with the HPD is exceptional at all levels and this rollout is the perfect example to support this critical relationship. Over 200 staff members completed surveys in response to this training and the feedback was extremely supportive of the training itself and the strategies learned. To date, age appropriate drills have been conducted at each school and another round of drills will be done in the spring. It will be important to re-visit these strategies on an annual basis and as part of new employee orientation going forward. <u>Overall, this goal is on target.</u>

Goal 6: Professional Practice Goal - New Superintendent Induction Program Year II

Develop skills in strategy development, data analysis, and instructional leadership by completing the second year of the New Superintendent Induction Program and earning at least Proficient ratings on each major assignment.

Evaluation Standard IV (Indicator D)

Key Actions:

1. Attend all daylong sessions and required workshops.
2. Complete all assignments.
3. Consult with my assigned coach at least monthly.
4. Report progress to School Committee at year-end goals update and self-evaluation.

Update:

I have been meeting regularly with my coach as well as attending all scheduled sessions. My coach, Jack Aherne, has attended multiple Monday AM leadership team meetings, and he recently helped facilitate an evaluation of our effectiveness as a leadership team with positive results. Overall, this goal is on target.

Overall, thanks to a committed and talented team at all levels of the organization, my goals are moving forward and are generally on track. A great deal of work remains to ensure success and sustainability for all of our strategic objectives and initiatives. The most challenging and specific goal for the remainder of this year will be a successful selection of a math program to support V2020 and securing the funding for the curriculum and technology needs to effectively implement a new program district wide in the fall of 2015. In the months ahead, I will be focused on identifying opportunities for funding and developing a strategy to engage the greater community and gain support for this very important endeavor.