

# Superintendent's Goals 2017-2018

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## **Superintendent's Goals 2017-2018**

The following goals represent the work that I aspire to accomplish this year in order to have a successful entry as the Superintendent for the Watertown Public Schools. They are meant to keep a focus to my work and to ensure continuous growth and progress not only for me as an individual, but for the system as a whole. The final goals were developed as a collaborative process with the Watertown School Committee and my colleagues. The successful attainment of the goals depends heavily on collaboration among the principals, central administration, and the full District Leadership Team. I will present a progress report on the attainment of my goals as part of the Entry Plan Report that will be produced in January.

**Goal 1: (Professional Practice, District Improvement) Effective Entry and Direction Setting.** By early spring, the District will have broad agreement from key stakeholder groups about (a) the District's most critical needs, (b) the strategies and goals that will address them most effectively, and (c) the measures that will be used to assess progress.

### ***Key Actions***

1. By mid-August, present to the school committee a written Entry Plan, including (a) types of evidence to be analyzed, (b) stakeholders to be interviewed, (c) methods for assessing instructional practice, and (d) methods for assessing district systems of support including financial management, human resources, and operations.
2. By January, complete and present a report of Entry Findings that (a) synthesizes evidence collected, (b) identifies strengths of the system and the most critical areas for improvement that require further inquiry, and (c) identifies next steps for study.
3. By February, propose key strategies to improve student learning and other district systems of support.
4. By April, collaborate with School Committee and WPS Strategy Team to identify three to five strategic objectives focused on district improvement and student learning.
5. Secure stakeholder feedback about engagement, awareness, and commitment to the strategies and goals.

### ***Benchmarks***

- Report on the entry findings will be presented to the School Committee in January 2018.
- District Improvement Plan adopted by the School Committee by Spring 2018.

- Results of spring survey of key stakeholder groups demonstrate engagement in the process (85 percent), awareness of the outcomes (75 percent), and agreement (60 percent) with the District Improvement Plan.

**Goal 2 (Professional Practice): New Superintendent Induction Program.** Develop skills in strategy development, data analysis, and instructional leadership by completing the first year of the New Superintendent Induction Program and earning at least *Proficient* ratings on each major assignment.

***Key Actions***

1. Attend eight daylong sessions.
2. Complete all assignments.
3. Consult with my assigned coach at least monthly.
4. Utilize the NSIP guidelines for developing a district strategy while creating the Watertown District Improvement Plan

***Benchmarks***

- Calendar documents attendance and contact with coach.
- Rubric rating on each assignment for the NSIP program demonstrates proficiency.
- District Improvement Plan is developed by April 2018.
- District leadership team shares the vision for the school district and commits to the necessary steps to achieve and sustain the vision.

**Goal 3 (District Improvement): Fair and Effective Administrator Evaluation.** Through the administrator’s evaluation process, I, along with principals and other district leaders, will ensure that meaningful progress is made on critical district and school improvement goals.

***Key Actions***

1. Within six weeks, complete with all principals and district administrators Step 1 (Self-Assessment) and Step 2 (Goal Setting and Educator Plan Development) of the Administrator Evaluation process.
2. By end of February, complete Formative Evaluation conferences with each principal and the district administrators the superintendent supervises.
3. By late spring, conduct at least three 3-hour visits to each school with the principal to determine progress towards the administrator’s goal attainment and the implementation of the School Improvement Plan.

4. By June 30, complete the summative evaluation process for principals and District administrators and assess outcomes based on the 2017/2018 School and/or District Improvement Plan.

### **Benchmarks**

- Completed Administrator Evaluation Plans.
- Log demonstrating at least three visits per school.
- Analysis of Summative Evaluation Reports demonstrates “meets” or “exceeds” rating on 75 percent of principal and district administrator goals with ratings being based on accumulated data collection and observation.

**Goal 4 (Student Learning): Fair, Effective Classroom Teacher Evaluation.** By June, principals’ and district administrators’ ratings of classroom instruction will reflect a shared understanding of what classroom instruction entails when it is being done at the *Proficient* level.

### **Key Actions**

1. Monitor the frequency of principal visits to classrooms and review the quality of their feedback to teachers.
2. During school visits, observe classrooms with the principal and share conclusions about the level of practice observed in order to promote consistent evaluations across the District.
3. Devote time at five leadership team meetings to viewing digital recordings of teaching and sharing conclusions about the level of practice observed.
4. Conduct five learning walks with the larger District Leadership Team, one in each of the schools to ensure interrater reliability.

### **Benchmarks**

- January administrator ratings of selected digital recordings of classroom instruction are comparable.
- District Leadership Team provides feedback to teachers in a consistent manner. Feedback will be based on claims focused on student learning, evidence to support the claim, and the resulting impact on student learning.

**Goal 5 (District Improvement): Implement a District-Wide Communication Plan.** By June 2018, develop and begin implementation of a district-wide communication plan to enhance public perception of the Watertown Public Schools.

***Key Actions***

1. By October 2017, form a District Marketing Team comprised of people with a background in marketing and a connection with the schools.
2. Determine a strategy for the effective use of social media, including timelines and content curation guidelines.
3. Update and make improvements to the existing website for better access and navigation.
4. Develop a Watertown High School public relations campaign, emphasizing the opportunities that the high school provides for incoming freshmen.
5. Continue holding Superintendent's Coffee Hours once a month through June 2018.
6. Provide updates to school community on pertinent issues that impact families in the District in a timely fashion.

***Benchmarks***

- Marketing team meets four times during the year and creates a marketing plan for the District.
- Website provides a more user-friendly interface and provides current content for end users.
- Grade 8 students have a better understanding of the opportunities available at the high school, increasing the number of students who choose to attend Watertown High School.

**Goal 6 (District Improvement): Building for the Future Elementary Project.** In conjunction with the School Committee and the soon-to-be formed Building Committee, identify by May 2018 a preferred schematic design option for the elementary school building project which takes into account the educational needs of our current and future students.

***Key Actions***

1. OPM and Designer Selection Team procures the Owner's Project Manager and designer services for the preliminary and schematic design process by early October 2017.

2. Assist in the creation of a representative Building Committee comprised school, town and community members by November 2017.
3. Conduct school-based meetings with teachers, parents and community members in each of the elementary schools to determine the educational vision for the school, March-May 2018.
4. Determine the preferred building design option at each elementary school by May, 2018.

**Benchmarks:**

- Building committee is formed by October 2017.
- Educational visioning meetings are held in each of the elementary schools by May 2018.
- Preferred design options are identified by May 2018.

**Goal 7 (Student Learning): Increase student achievement for all students in the Watertown Public Schools.** Working with WPS faculty, staff, and administrators, continue to narrow the achievement gap and increase overall student achievement as measured by available standardized and local assessments.

**Key Actions:**

1. Strengthen literacy and math instruction at the elementary level.
2. Incorporate authentic learning opportunities for students at the secondary level.
3. Foster and support inclusive practices, including co-teaching, at all levels.
4. Select a universal screening assessment along with ongoing progress monitoring tools for students in grades K-9 in order to provide teachers with ongoing responsive data to inform instruction.
5. Increase PSAT and SAT participation rates for students in grades 10 and 11.
6. Increase AP participation rates and increase the numbers of students achieving a 3 or better on the AP exams by 5 percent.
7. Develop an articulated multi-tiered system of support for both academic and social/emotional learning.

**Benchmarks:**

- The number of students scoring in the advanced and/or proficient categories in both reading and math will increase by 5 percent as evidenced by the 2018 MCAS results both in the aggregate and at the subgroup level.
- Authentic learning opportunities which include inquiry-based and project-based learning will be provided to students across the grades and disciplines at Watertown Middle School.
- Special education students in co-taught or inclusion classes will achieve greater than predicted achievement on both local and standardized assessments.
- The District will have a plan for implementing a multi-tiered system of support for the 2018/2019 school year.

**Goal 8 (District Improvement): Watertown Public Schools District Improvement Plan.** Develop and execute a three-year District Improvement Plan that articulates the District's vision, goals, strategic objectives, action plans and intended outcomes by April 2018.

**Key Actions:**

1. Review pertinent data and emerging findings from the entry plan process with the Strategy Team to determine District priorities and identify key issues facing the District.
2. Revisit the Watertown Public Schools vision and goals to determine alignment with the findings from the entry plan.
3. Along with the Strategy Team, determine strategic objectives based on the findings from the entry plan and the District's vision and goals over the next three years and proposes strategies to achieve the objectives.
4. Update and collaborate with the School Committee on the District Improvement Plan development process for feedback and recommendations.
5. Share strategic objectives with principals and site councils to be used as basis for School Improvement Plans.
6. Along with Strategy team, create year-long action plans that delineate action steps, timelines, necessary resources, specifics of implementation, benchmarks and measures of success to ensure the achievement of the strategic objectives.

7. Embed measurable outcomes in the District Improvement Plan and School Improvement Plans and prepare an end-of-the-year analysis for the community that describes the District's progress on the outcomes.

**Benchmarks:**

- 2019-2021 District Improvement Plan will be presented to the School Committee for adoption in April 2018.
- District Improvement Plan will be shared with the Watertown community in Spring 2018.
- School Improvement Plans are aligned with the District Improvement Plan and reflect the overall district strategy for increasing outcomes for WPS students.