

TO: SCHOOL COMMITTEE MEMBERS

DATE: FEBRUARY 9, 2018

RE: SUPERINTENDENT'S GOALS

THE FOLLOWING REVISED GOALS WERE PROPOSED FEBRUARY 5, 2018 to the PERSONNEL & COLLECTIVE BARGAINING SUB-COMMITTEE FOR CONSIDERATION, AND FURTHER REVISED ON FEBRUARY 7, 2018 AND FEBRUARY 9, 2018 TO REFLECT UPDATED BUDGET GOALS AND SCHOOL COMMITTEE PRIORITIES, FOR CONSIDERATION AT THE FEBRUARY 14, 2018 REGULAR SCHOOL COMMITTEE MEETING. PREVIOUS VERSIONS OF SUPERINTEDENT GOALS HAVE BEEN PROPOSED AND CONSIDERED OVER THE PAST SEVERAL MONTHS.

PER DISCUSSION WITH SCHOOL COMMITTEE CHAIR AND PERSONNEL SUB-COMMITTEE CHAIR, THE FOLLOWING GOALS ARE AMBITIOUS GOALS GIVEN THE APPROX. 3 MONTH TIME PERIOD REMAINING PRIOR TO EVALUATION AND THE CONTRACT DATES IN QUESTION.

THANK YOU FOR YOUR CONSIDERATION.

SINCERELY,

JORDANA B. HARPER

SUPERINTENDENT OF SCHOOLS

1) GOAL #1 – (District Improvement) Identify and report on progress to date and next steps in Strategic Planning & Organizational Leadership

Rationale: The GPS Strategic Plan is a robust, multi-year document that leads all aspects of our resource allocation, instructional approach, and relationships with students, staff, families and the community. The current Strategic Plan was voted unanimously in October of 2015 by the Greenfield School Committee and had extensive input from the teachers, administrators, and stakeholders of our schools as a result of a year-long entry process in 2014-2015. The Goal below will produce a progress report on the work accomplished under the Strategic Plan, and the work that lies ahead.

Key Actions

1. By February, establish a meeting time with Ad Hoc Committee to identify scope of analysis on District Strategic Plan
2. By March-April, gather data to evaluate progress towards GPS Strategic Plan, including Strategic Objectives in progress
3. By May, draft progress report on Strategic Plan
4. By May-June, propose an updated Action Plan for achieving progress towards Strategic Objectives

Benchmarks

1. Strategic Plan Ad Hoc Committee meetings & minutes
2. Progress Report for GPS Strategic Plan
3. Action Plan for GPS Strategic Plan

STATUS OF GOAL #1 – This goal was not discussed in-depth. There is no consensus on this goal.

2) Goal #2 (Professional Practice) Enhance Focus on Instructional Leadership

Rationale: At the heart of every district's success is student learning. In order to lead effectively, we must allocate time, resources, and attention to student learning. Creating opportunities for leaders to focus on effective instructional practices, structures, and routines is necessary for improved educational outcomes for students. The Massachusetts Educator Evaluator system provides a framework for strong instructional leadership with a focus on district leadership observing and providing high-quality feedback in schools, school-based leadership observing and providing high-quality feedback in classrooms, and teachers delivering high-quality instruction with the benefit of this feedback and through self-reflection and collaboration.

Key Actions

- 1) Conduct review of student data including analysis of strength and weaknesses for improving outcome of teaching and learning.
- 2) Complete ongoing visits to each school to observe instruction and evaluate progress on key priorities, such as development of Instructional Leadership teams (ongoing)
- 3) Conduct mid-cycle evaluations for all principals
- 4) By Summer 2018, evaluate all principals with emphasis on student achievement and initiate goal-setting, pending student data.
- 5) Jointly with principals, set student learning goals for FY19 and identify actions to accomplish these learning goals.

Benchmarks

- 1) Site visits to each school per year to directly observe instructional practices, climate and ILTs
- 2) Completed principal evaluations
- 3) Completed goal-setting for FY19 Principals' Goals

STATUS OF GOAL #2 – This goal was discussed in-depth. There is consensus from the Sub-Committee on this goal.

3) Goal #3 (Professional Practice/District Improvement) **Expand family & community engagement at the district level, including for families whose primary language is not English**

Rationale: Greenfield Public Schools' success depends on sustained, cooperative engagement with Family and Community partners. The Strategic Plan identifies Families, Students, and Staff as the 3 cornerstones of our work. In the 2017-2018 school year, Greenfield Public Schools has focused on a robust vision for engaging families as well as nurturing our connections to the broader community. A goal related to Family & Community engagement will

Key Actions

- 1) Create new, bilingual family outreach position to support needs of English Language Learner families and translation services for FY19
- 2) Explore district-wide Parent/ Family Education series for GPS families ("Power Hour")
- 3) Work with Title I Family & Community Liaison and other appropriate staff to develop and approve concept, content, and presenters for "Power Hour" series
- 4) Promote and engage families to encourage attendance
- 5) Provide ongoing opportunities for feedback and evaluation, including chance for parents/families to provide suggestions for future topics
- 6) Strengthen and maintain existing community partnerships and connections that benefit student and family engagement (e.g. Greenfield Recreation Department, Greenfield Public Library, etc.)
- 7) Increase district communication including web-based outreach and "Subscribe" features on gpsk12.org website
- 8) Increase district communication including improved translation services on the gpsk12.org website

Benchmarks

- 1) Determine baseline attendance at "Power Hour" events, if launched
- 2) Provide translation, if needed, to families at "Power Hour" events
- 3) Pilot summary on "Power Hour" including topics, participation, and lessons learned
- 4) Report to Committee on partnerships with local businesses and community partners
- 5) Review and evaluate notification systems that improve communication service, including translation, to families
- 6) Visible upgrades to gpsk12.org website: translation services and "Subscribe" Features

STATUS OF GOAL #3 – This goal was discussed in-depth. There was consensus from the Sub-Committee on this goal. Further additions to the Actions & Benchmarks have been added since Sub-Committee discussion to better capture the Administrations efforts to expand Family Engagement, including non English-speaking family.