

Self Assessment and Targeted Standards, Elements and Indicators

Upon review of the evaluation rubric, a number of focus areas emerge for my professional growth and the growth of the district this year. Evidence relative to each of these areas will be shared both mid and end of school year. A number of them are further developed as my goals for the year.

| Standard I Instructional Leadership | Standard II Management and Operations | Standard III Family and Community Engagement | Standard IV Professional Culture |
|---|---|--|---|
| <p>B. Instruction Indicator</p> <ol style="list-style-type: none"> 1. Instructional Practices 2. Quality of Effort and Work 3. Diverse Learners' Needs <p>D. Evaluation Indicator</p> <ol style="list-style-type: none"> 1. Educator Goals 2. Observations and Feedback 3. Ratings 4. Alignment Review | <p>A. Environment Indicator</p> <ol style="list-style-type: none"> 3. Student Safety, Health and Social and Emotional Needs <p>E. Fiscal Systems Indicator</p> <ol style="list-style-type: none"> 1. Fiscal Systems | <p>A. Engagement Indicator</p> <ol style="list-style-type: none"> 1. Family Engagement 2. Community and Business Engagement <p>C. Communication Indicator</p> <ol style="list-style-type: none"> 1. Two-Way Communication 2. Culturally Proficient Communication | <p>B. Cultural Proficiency Indicator</p> <ol style="list-style-type: none"> 1. Policies and Practices <p>E. Shared Vision Indicator</p> <ol style="list-style-type: none"> 1. Shared Vision Development |

Goals and Planning

District Improvement Goals

By December 2017, conduct an entry plan that includes gathering community input and reviewing district process in order to identify district priorities.

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|---|---|-----------|-------------------------|-------------------------------------|
| To listen and learn about the districts, its systems and people | Conduct interviews with key stakeholders individually, in small groups and large groups (i.e. parents, community groups, staff, School Committee, town officials) | | August-October 2017 | Entry Plan Overview |
| To determine strengths and priorities | Conduct surveys of administration, staff, students and parents to solicit district feedback | | September-October 2017 | |
| | Conduct a review of data and documentation | | October - November 2017 | |
| To share findings | Report findings to community | | December 2017 | Entry Plan Findings Report |

Through a structured process that includes many varied stakeholders, develop a strategic plan during the second half of the 2017-2018 school year to guide the next three to five years.

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|--|---|-------------------------------------|--|---|
| <p>To provide a structured mechanism to craft a common district vision</p> <p>To gather input as to the vision and goals</p> <p>To prioritize resources and energies toward these collective goals</p> | <p>Contact DESE Planning for Success</p> <p>Discuss options with School Committees</p> <p>Secure and receive draft plan of process from consultant</p> <p>Recruit stakeholder to participate in process</p> <p>Participate in discussions as to district priorities and goals</p> <p>Share outcomes and report with community</p> | <p>DESE consultant \$15,000</p> | <p>August 2017</p> <p>September 2017</p> <p>October 2017</p> <p>December 2017</p> <p>January 2018- April 2018</p> <p>June 2018</p> | <p>Draft Timeline from Consultant (attached)</p> <p>Timeline and Action Plan</p> <p>Planning for Success Report</p> |

To develop a strategic plan by June of 2018 relative to mindfulness in the Concord and Concord-Carlisle schools in conjunction with the District Mindfulness Strategic Planning Committee and Mindful Concord.

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|---|--|---|--|--|
| <p>To gather and outline long term vision for mindfulness practices in CPS and CCHS</p> | <p>Support formation of district committee under leadership of Kelly McClausland</p> <p>Learn the district’s history and practices in mindfulness</p> <p>Attend District Strategic Planning Committee</p> <p>Participate in development of mindfulness strategic plan</p> <p>Foster connections with Mindful Concord</p> <p>Support sharing and implementation of strategic plan</p> | <p>Consultant</p> <p>Internal expertise</p> | <p>September 2017</p> <p>September 2017-May 2018</p> <p>Ongoing</p> <p>June 2018</p> | <p>Meeting schedule and agendas</p> <p>Strategic Planning Report</p> |

Professional Practice Goals

In collaboration with the leadership team, the district will develop a school culture where practices and procedures reflect culturally proficient knowledge and skills.

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|--|--|---|-----------------------------|---------------------------|
| To support a student body of diverse backgrounds | Participate in cultural proficiency training especially as related to practices around religious holidays and related accommodations | IDEA Executive Director Consultant | October 2017 | Action Plan |
| | Hold discussions with staff at all buildings as to current practices and development of common approach | Five Elements of Cultural Proficiency as based on work of Diller and Moule: | November 2017 | Meeting Agendas and Notes |
| | Synthesize outcomes for themes | 1. Valuing Diversity 2. Being Culturally Self-Aware 3. Dynamics of Difference | | |
| | Develop deployment plan for students, staff, parents, community as to agreed upon common approach in order to gather feedback | 4. Knowledge of Students' Culture 5. Institutionalizing Cultural Knowledge and Adapting to Diversity | December 2017 | |
| | Review, finalize and share Discuss action plan to further expand practices relative to inclusivity | (NAESP, 2015) | January 2018 Spring 2018 | Statement of Procedure |

Through communication and collaboration, create a culture of trusting relationships based on respect and feedback with parents, staff, administrators, students, town officials and the community.

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|--|--|-----------|--|---|
| To share information in timely and regular manners | Hold teacher and parent community forums | | September 2017, January and April 2018 | Schedule and attendance of forums |
| To provide structured opportunities for feedback | Conduct surveys of administrators, staff, parents and students | | September 2017 May 2017 | Survey results |
| To be visible and accessible to all stakeholders | Engage in school based and community activities such as Back to School Nights, concerts, PTG meetings etc. Visit classrooms regularly | | Ongoing | Schedule and artifacts of events and visitation |

In conjunction with the Deputy Superintendent, implement a budget development process that includes central office and building administrators, School Committee and the governance of both Concord and Carlisle

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|--|---|-----------|--|---|
| <p>To develop FY19 budgets that aligns with the districts' values and goals</p> <p>To foster a climate of shared information and process</p> | <p>Review FY18 CPS and CCRSD budgets</p> <p>Meet with Deputy Superintendent, School Committee, Finance Committees, Town Managers relative to past and current budget process</p> <p>Develop budget development timeline that includes group and individual conversations with administrators and a review of current staffing and expenses and FY19 needs</p> <p>Meet with Concord and Carlisle Finance Committees</p> <p>Analyze FY19 needs and finalize draft budget</p> <p>Present draft budgets to School Committees</p> <p>Conduct budget discussion with School and Finance Committees, etc.</p> <p>Gain Town Meeting approvals</p> | | <p>August-September 2017</p> <p>August – September 2017</p> <p>September – October 2017</p> <p>October-November 2017</p> <p>November 2017</p> <p>November 2017</p> <p>Winter 2018</p> <p>Spring 2019</p> | <p>Presentation and approval of FY19 CPS and CCHS budgets</p> |

Student Achievement Goals

In conjunction with the building and curriculum leadership, students needing additional support will be identified and provided intervention through research-based responses with the goal of increasing student growth.

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|---|--|--------------------|--|--|
| To identify students K - 12 who are struggling in reading, writing, math, social-emotion, and effectively intervene with proactive, research-based responses. | <p>Participate in administrative meeting relative to best practices in Response to Intervention, data analysis and student support models</p> <p>Learn of practices and structure in place at each school</p> <p>Support changes to current implementation as appropriate</p> <p>Draft planning at each school as to next steps relative to student supports</p> | Internal expertise | <p>September 2017</p> <p>Fall 2017- Winter 2018</p> <p>Ongoing</p> <p>Winter-Spring 2018</p> | <p>Student growth indicators via common local assessments and state assessments</p> <p>Report of action steps at each school</p> |

During the 2017-2018 school, create a collective vision for the Innovative STEAM lab at Ripley in order to provide a student-centered, project-based, creative and collaborative learning environment for K-5 students.

| Objective | Action and Milestones | Resources | Timeline | Outcome and Evidence |
|--|--|---|--|--|
| To design, build and implement STEAM activities for K-5 students | Review design proposals Support design of pilot grade 5 program Support execution of infrastructure work Support implementation of grade 5 pilot program Discuss and finalize vision for STEAM lab Create action plan for 2018-2019 and support curriculum development for full implementation September 2018 | FY18 Capital Funds \$300,000 2017 CEF Grant \$80,000 | September 2017 Fall 2017 Fall 2017- Winter 2018 Winter 2018 Winter 2018 Spring 2018 | Grade 5 STEAM Activities at Ripley Completion of Infrastructure and Design Work to Ripley Space Sharing of Action Plan for 2018-2019 |

CREATIVE COACHING

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DRAFT: Proposal for Creating a Multi-Year District Plan Concord Public Schools and Concord-Carlisle Regional School District September 2017

To: Superintendent Laurie Hunter
Concord Public Schools and Concord-Carlisle Regional School District
120 Meriam Road
Concord, MA 01742

From: Lori Likis, Ed.D.

Date: September 21, 2017

This proposal outlines the process for facilitating the development of a multi-year district plan, based on DESE's *Planning for Success* model. In this model, the work is shared between and advanced by the district's Leadership Team (5 or 6 retreats) and an inclusive Planning Team (4 retreats). A proposed meeting structure and agenda items are included in the table below. I appreciate the opportunity to submit this proposal, welcome any questions you may have, and am happy to discuss revisions to this proposal that might better meet your needs.

All proposed retreats are 3.5 hours in length.

| Activity | Proposed Date |
|---|---|
| Leadership Team Retreat 1: Introductions, overview of process, SWOT analysis, visioning for the future, selecting district data to analyze | Jan 29 th or Feb 5 th week |
| Planning Team Retreat 1: Introductions and overview; the role of the planning team; visioning for the future; designing the community engagement process | Feb 5 th or Feb 12 th week |
| <i>Admin and planning team members conduct visioning sessions with staff and community. Allow 3-4 weeks in schedule (March)</i> | |
| Leadership Team Retreat 2: District leaders present data for review; root cause analysis | March 13 th or March 20 th week |
| Planning Team Retreat 2: Synthesize vision feedback to identify common themes; identify first draft strategic objectives | March 27 th or April 2 nd week |
| Leadership Team Retreat 3: Review common vision themes; refine/revise draft strategic objectives; draft strategic initiatives | April 2 nd or April 10 th week |
| Planning Team Retreat 3: Review strategic objectives and strategic initiatives; draft initial outcome measures and vision statement | April 23 rd or April 30 th week |
| Leadership Team Retreat 4: Review/revise strategic initiatives; finalize outcome measures | May 7 th |
| Planning Team Retreat 4: Conduct quality plan review and refine plan as necessary; finalize community feedback process | May 14 th or May 21 st week |
| Leadership Team Retreat 5: Review final plan revisions and community feedback process; draft targets for outcome measures | May 29 th or June 4 th week |
| Leadership Team Retreat 6 (if necessary): Review/finalize outcome measures | June 4 th week |
| <i>Plan completion</i> | Mid June |