

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. Most of them are further developed within 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"> <li>1. Instructional Practices</li> <li>2. Quality of Effort and Work</li> <li>3. Diverse Learners' Needs</li> </ol> <p>D. Evaluation Indicator</p> <ol style="list-style-type: none"> <li>1. Educator Goals</li> <li>2. Observations and Feedback</li> <li>3. Ratings</li> <li>4. Alignment Review</li> </ol>	<p>A. Environment Indicator</p> <ol style="list-style-type: none"> <li>3. Student Safety, Health and Social and Emotional Needs</li> </ol> <p>E. Fiscal Systems Indicator</p> <ol style="list-style-type: none"> <li>1. Fiscal Systems</li> </ol>	<p>A. Engagement Indicator</p> <ol style="list-style-type: none"> <li>1. Family Engagement</li> <li>2. Community and Business Engagement</li> </ol> <p>C. Communication Indicator</p> <ol style="list-style-type: none"> <li>2. Culturally Proficient Communication</li> </ol>	<p>B. Cultural Proficiency Indicator</p> <ol style="list-style-type: none"> <li>1. Policies and Practices</li> </ol> <p>D. Continuous Learning</p> <ol style="list-style-type: none"> <li>1. Continuous Learning of Staff</li> <li>2. Continuous Learning of Administration</li> </ol> <p>E. Shared Vision Indicator</p> <ol style="list-style-type: none"> <li>1. Shared Vision Development</li> </ol>

## Goals and Planning

### Student Achievement Goals

Based on plans for research-based intervention and the findings of the 2017-2018 special education reviews, students will receive support targeted to their needs as identified through data.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To close performance gaps and provide effective interventions and special education settings	<ul style="list-style-type: none"> <li>• K-12 review of special education reports by leadership and staff</li> <li>• Reorganization of special education programs horizontally and vertically</li> <li>• Identify needs in research-based services and interventions</li> <li>• Support secondary leaders in collecting screening data and providing interventions</li> </ul>	Strategic Plan: 1.1, 1.2  Evaluation Rubric: Standard I	Fall 2018  Winter 2018  Fall 2018  Ongoing	Reduce special education referrals  Increase the number of students receiving intense special education support within the district  Close MCAS performance gaps in subgroups identified as partially meeting targets

During the 2018-2019 school year, evaluators will collaborate with teachers to enhance the effectiveness of the teacher evaluation system.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
<p>To foster a growth mindset through strong partnerships with evaluators and teachers</p>	<ul style="list-style-type: none"> <li>• Review evaluation process with leadership team</li> <li>• Review the evaluation process collaboratively with CTA/CCTA representation and administration</li> <li>• Partner with evaluators to share observations during a case study</li> <li>• Review evaluation documents for consistency and cohesion vertically and horizontally</li> <li>• Review elementary evaluator structure</li> </ul>	<p>Strategic Plan: 1.1, 1.2, 1.3</p> <p>Evaluation Rubric: Standard I</p>	<p>Fall 2018</p> <p>Fall/Winter 2018/19</p> <p>Winter/Spring 2019</p> <p>November 2018 February 2019 May 2019</p> <p>Fall/Winter 2018/19</p>	<p>Increased number of evaluator/teacher conferences</p> <p>Document the number of meetings devoted to evaluation (leadership, CTA/CCTA, individual)</p> <p>Documentation of strengths and areas of growth</p>

## District Improvement Goals

Students will engage in strategies to promote wellness including mindfulness, an awareness of technology and a balanced approach to time outside of school.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To create a learning environment that supports the wellness of students	<ul style="list-style-type: none"> <li>• Implement K-12 mindfulness resources and professional development as outlined in CEF grant</li> <li>• Develop supports to foster student awareness of a balanced approach to technology</li> <li>• Review 2018 YRBS data</li> <li>• Support secondary schools in review of homework practices and use of Challenge Success</li> </ul>	Strategic Plan 2.1, 2.2, 2.3  Evaluation Rubric: Standard II	Ongoing  Winter 2019  Fall 2018  Ongoing	Document frequency of mindfulness curriculum K-12  Student and Parent Surveys Re: Technology, Homework and Stress

In collaboration with safety officials and members of the school community, school safety plans will be reviewed and updated.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To promote a safe school environment	<ul style="list-style-type: none"> <li>● Reconvene School Safety Committee</li> <li>● Review and update 2010 safety plan document</li> <li>● Research and implement technology to enhance communication</li> <li>● Support the integration of a second School Resource Officer</li> <li>● Continue discussions of improvements and consistency of student safety drills</li> </ul>	Strategic Plan 4.3  Evaluation Rubric: Standard II	Fall 2018, Winter 2019, Spring 2019  Winter/Spring 2018/19  Fall 2018  Fall 2018  Ongoing	Committee agendas and minutes  Communication of new technical applications  Updated 2019 PreK-12 safety plan

Through a zero-based budget approach and review of all cost drivers, the FY20 budget will reflect cost effectiveness and efficiency while providing high quality service. Throughout the operational and capital planning processes, the needs of Concord Middle School will be a priority.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
<p>To create a sound FY20 budget that supports student learning</p> <p>To develop a plan for CMS short and long term facility improvements</p>	<ul style="list-style-type: none"> <li>• Implement a zero-based budget approach in conjunction with Director of Finance and Operations and leadership team</li> <li>• Review all cost drivers for possible reorganization and reallocation</li> <li>• Plan for reconfiguration of CMS including all operational, facility and instructional needs</li> <li>• Communicate with MSBA as to status of CMS Statement of Interest</li> <li>• Collaborate with the Concord School Committee as to next steps for CMS upon MSBA notification</li> </ul>	<p>Strategic Plan 4.1</p> <p>Evaluation Rubric: Standard II</p>	<p>Fall 2018</p> <p>Fall 2018</p> <p>Ongoing</p> <p>Fall 2018</p> <p>Winter 2019</p>	<p>FY20 Budget</p> <p>List of areas reorganized and potential savings</p> <p>Reconfiguration Plan CMS</p> <p>CPS Warrant Articles</p> <p>Annual Town Meeting Outcomes</p>

## Professional Practice Goals

The leadership team will further its learning as to instructional engagement, innovation and integration while maximizing district opportunities currently available.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
<p>To create a common understanding among district leaders as to engagement, innovation and integration</p>	<ul style="list-style-type: none"> <li>• Support the completion and full implementation of Ripley STEAM lab</li> <li>• Further exposure, growth and learning opportunities for CCHS Rivers and Revolutions program</li> <li>• Provide leadership team access to professional development during administrator meetings</li> <li>• Prepare professional development plan for 2019-2020 including a review of structural needs (i.e. calendar, schedules, etc.)</li> </ul>	<p>Strategic Plan: 1.3</p> <p>Evaluation Rubric: Standard I</p>	<p>Fall 2018</p> <p>Winter/Spring 2019</p> <p>Ongoing</p> <p>Spring 2019</p>	<p>Full usage of STEAM Lab</p> <p>Professional Development Plan 2019-2020</p> <p>List of leadership professional development experiences and identified areas of growth</p>

The district will develop a school culture where practices and procedures reflect culturally proficient knowledge and skills.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
<p>To develop a shared definition of cultural proficiency and improve the inclusivity of all students</p>	<ul style="list-style-type: none"> <li>• Implement professional development for staff as reflected in the 2018 CEF grant</li> <li>• Maximize the expertise of the newly hired METCO Director</li> <li>• Provide a School Committee forum in Boston</li> <li>• Monitor and assess the impact of the Religious Holiday Accommodation Policy</li> <li>• Identify, recruit and hire candidates of diverse backgrounds while supporting those hired in the spring of 2018</li> </ul>	<p>Strategic Plan: 3.1-3.4</p> <p>Evaluation Rubric: Standard III and IV</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Winter 2019</p> <p>Winter 2019 Survey</p> <p>Ongoing Spring 2019 Hiring Season</p>	<p>Professional Development Calendar 2018-2019</p> <p>Parent and Student Survey Results</p> <p>Agenda and Attendance at Boston Forum</p>



Established relationships with staff, parents and students will be maintained while connections with community members will increase.

Objective	Action and Milestones	Alignment with Strategic Plan and Rubric	Timeline	Outcome and Evidence
To enhance the partnership between the schools and communities they serve	<ul style="list-style-type: none"> <li>• Create relationships and ongoing communication structures with Carlisle Town Officials</li> <li>• Create opportunities to connect with stakeholders without children in school through community organizations</li> <li>• Provide opportunities for community members to participate and experience the schools</li> <li>• Implement School Committee email list</li> </ul>	Evaluation Rubric: Standard III and IV	Ongoing  Winter/Spring 2019  Winter/Spring 2019  Fall 2018	Meeting date and communications with Carlisle officials  Documentation of events where community partnerships were fostered  Email distributions

## Superintendent Rubric At-A-Glance

Standard I: Instructional Leadership	Standard II: Management & Operations	Standard III: Family and Community Engagement	Standard IV: Professional Culture
<p><b>A. Curriculum Indicator</b></p> <ol style="list-style-type: none"> <li>Standards-Based Unit Design</li> <li>Lesson Development Support</li> </ol> <p><b>B. Instruction Indicator</b></p> <ol style="list-style-type: none"> <li>Instructional Practices</li> <li>Quality of Effort &amp; Work</li> <li>Diverse Learners' Needs</li> </ol> <p><b>C. Assessment Indicator</b></p> <ol style="list-style-type: none"> <li>Variety of Assessments</li> <li>Adjustment to Practice</li> </ol> <p><b>D. Evaluation Indicator</b></p> <ol style="list-style-type: none"> <li>Educator Goals</li> <li>Observations &amp; Feedback</li> <li>Ratings</li> <li>Alignment Review</li> </ol> <p><b>E. Data-Informed Decision Making Indicator</b></p> <ol style="list-style-type: none"> <li>Knowledge &amp; Use of Data</li> <li>School and District Goals</li> <li>Improvement of Performance, Effectiveness, and Learning</li> </ol>	<p><b>A. Environment Indicator</b></p> <ol style="list-style-type: none"> <li>Plans, Procedures, and Routines</li> <li>Operational Systems</li> <li>Student Safety, Health, and Social and Emotional Needs</li> </ol> <p><b>B. Human Resources Management &amp; Development Indicator</b></p> <ol style="list-style-type: none"> <li>Recruitment &amp; Hiring Strategies</li> <li>Induction, Professional Development, and Career Growth Strategies</li> </ol> <p><b>C. Scheduling &amp; Management Information Systems Indicator</b></p> <ol style="list-style-type: none"> <li>Time for Teaching and Learning</li> <li>Time for Collaboration</li> </ol> <p><b>D. Law, Ethics &amp; Policies Indicator</b></p> <ol style="list-style-type: none"> <li>Laws and Policies</li> <li>Ethical Behavior</li> </ol> <p><b>E. Fiscal Systems Indicator</b></p> <ol style="list-style-type: none"> <li>Fiscal Systems</li> </ol>	<p><b>A. Engagement Indicator</b></p> <ol style="list-style-type: none"> <li>Family Engagement</li> <li>Community and Business Engagement</li> </ol> <p><b>B. Sharing Responsibility Indicator</b></p> <ol style="list-style-type: none"> <li>Student Support</li> <li>Family Collaboration</li> </ol> <p><b>C. Communication Indicator</b></p> <ol style="list-style-type: none"> <li>Two-Way Communication</li> <li>Culturally Proficient Communication</li> </ol> <p><b>D. Family Concerns Indicator</b></p> <ol style="list-style-type: none"> <li>Family Concerns</li> </ol>	<p><b>A. Commitment to High Standards Indicator</b></p> <ol style="list-style-type: none"> <li>Commitment to High Standards</li> <li>Mission and Core Values</li> <li>Meetings</li> </ol> <p><b>B. Cultural Proficiency Indicator</b></p> <ol style="list-style-type: none"> <li>Policies and Practices</li> </ol> <p><b>C. Communications Indicator</b></p> <ol style="list-style-type: none"> <li>Communication Skills</li> </ol> <p><b>D. Continuous Learning Indicator</b></p> <ol style="list-style-type: none"> <li>Continuous Learning of Staff</li> <li>Continuous Learning of Administrator</li> </ol> <p><b>E. Shared Vision Indicator</b></p> <ol style="list-style-type: none"> <li>Shared Vision Development</li> </ol> <p><b>F. Managing Conflict Indicator</b></p> <ol style="list-style-type: none"> <li>Response to Disagreement</li> <li>Conflict Resolution</li> <li>Consensus Building</li> </ol>