

GOALS UPDATE

School Committee Meeting

April 8, 2013

System Goals

Educational Goals & Select Improvement Strategies

- 1. Improve achievement for all students, including narrowing achievement gaps for identified student groups.**
 - ▣ Continue to refine instructional intervention strategies at all grade levels.
 - ▣ Support expanded middle school reading initiative through literacy coaching and new 6th grade reading intervention.
 - ▣ Expand participation of under represented students in high-level courses.
- 2. Provide students with a coherent, consistent, and aligned pre-K through grade 12 curriculum that includes authentic learning experiences, a variety of assessment strategies, and use of digital tools.**
 - ▣ Continue to align Newton's curriculum to the Common Core State Standards, including expanding common assessments across all grade levels and curriculum areas.
 - ▣ Continue to nurture teacher collaboration to better understand the Common Core, improve instructional practice and enhance student performance.

System Goals

3. **Ensure that instruction cultivates curiosity, and incorporates, critical thinking, communication, collaboration, and opportunities for students to create and invent.**
 - ▣ Continue to support, nurture and expand initiatives that foster innovation
 - ▣ Continue to expand the senior year and other culminating projects at both high schools.
 - ▣ Continue to expand flexibility and opportunities between both high schools to share student offerings.
 - ▣ Continue “Making Thinking Visible” (MTV) initiative at the middle schools and begin to implement “Making Thinking Visible” strategies at the elementary level.

4. **Develop and support educator collaboration including looking at student work, sharing effective instructional practices, and data analysis on a variety of student learning measures, and provide focused and job-embedded professional learning that supports district teaching and learning goals for all teachers, administrators and staff.**
 - ▣ Provide job-embedded professional development (teachers working with coaches) focused on student learning.
 - ▣ Continue to expand summer professional learning and in-service credit projects with an emphasis on educator collaboration and curriculum alignment and articulation.
 - ▣ Implement professional learning for K-8 literacy specialists and coaches
 - ▣ Continue to develop, strengthen, and support PLCs.

System Goals

5. **Effectively Implement new Educator Evaluation System with a focus on teaching and learning.**
 - ▣ Design and implement an evaluation professional development for both administrators and teachers to introduce the components of the new system and begin using it.
 - ▣ The Educator Evaluation Implementation Committee continues to review, manage and amend the evaluation process and the tools as needed. In addition, it will explore how to incorporate student performance data into the evaluation procedures.
 - ▣ The new evaluation professional development team continues to anticipate and respond to educator's learning needs.

6. **Nurture a respectful and caring educational environment in which all students become more empathetic, engaged and ethical citizens.**
 - ▣ Continue to refine implementation of bullying prevention curriculum at each grade level and continue annual anti-bullying staff and parent training.
 - ▣ Implement recommendations from self-assessment of the district's social and emotional tiered system of support and track data to measure success.
 - ▣ Explore implementation of Positive Behavior Interventions and Supports
 - ▣ Ensure that increased mental health staffing and new social/emotional programs address the emerging needs of students and families

System Goals

Managerial & Operational Goals & Select Improvement Strategies

1. **Continue to develop concrete plans to address long-term facilities across the system.**
 - ▣ Refine long-range plan, update with current enrollment, Massachusetts School Building Authority (MSBA) information, analyze swing space, buffer zones, large and mid-range projects.
 - ▣ Integrate Long-Range Facilities Plan to the City's Long-Range Capital Plan.
 - ▣ Work with MSBA on the Angier School project to produce a renovated/new school, which meets all state and local standards by 2016.
 - ▣ Submit Statement of Interest (SOI) to MSBA by January 2013 to indicate Cabot School as next priority for replacement/renovation.
 - ▣ Renovate Carr School to meet standards for renovated elementary school to serve as "swing space" by 2014

2. **Review enrollment trends and develop short-term facilities plans as needed**
 - ▣ Use current enrollment to determine short-term space needs across elementary schools and develop interim options.
 - ▣ Include options as needed in operating budget and CIP plans.
 - ▣ Review projection model to account for current kindergarten trends as well as growth in high school populations

System Goals

3. **Engage in multi-year financial planning in order to maintain educational excellence and support enrollment growth, while maintaining financial sustainability.**
 - ▣ Update financial projections using new enrollment forecast and associated costs. Include short-term facilities needs including renovation costs, furniture, fixtures and equipment (FF&E) for new classroom spaces.
 - ▣ Expand the analysis of the cost impact of the growing enrollment and use this in budget planning.

4. **Restructure Elementary Special Education in a manner that effectively supports staff, students and families.**
 - ▣ Establish Committee to make recommendations to Superintendent.
 - ▣ Conduct focus groups with a variety of stakeholder groups including principals, parents, teachers and special educators.
 - ▣ Review numerous special education administrative structures designed to improve information flow and support for students, parents and school-based practitioners.

System Goals

5. **Continue to build the network infrastructure throughout the district and the hardware capacity in each building.**
 - ▣ Continue to improve and develop functionality and capacity of our technology infrastructure to support learning
 - ▣ Increase access to technology equipment and resources both during and outside the school day.
 - ▣ Provide support and professional development to ensure our educators can leverage the technology available for teaching and learning.

6. **Increase the diversity of faculty and staff.**
 - ▣ Develop written Strategic Recruitment Plan focusing on diversity.
 - ▣ Review and modify recruitment sources placing stronger emphasis on diversity plan.
 - ▣ Utilize other internal staff in addition to Human Resources to network and recruit a diverse workforce.
 - ▣ Partner with professional diversity recruiters to impact hiring administrators and improve recruitment strategies.

System Goals

Community Goals & Select Improvement Strategies

1. **Work to engage the community about NPS goals, challenges, accomplishments and opportunities using multiple communication strategies.**
 - ▣ Expand the frequency of open and responsive communication through both traditional and digital means with a range of stakeholders.
 - ▣ Expand understanding of System's goals, challenges and opportunities.
2. **Continue to expand partnerships with outside entities to support system goals.**
 - ▣ Establish and maintain relationships with universities, corporations, professional organizations and other entities.

Student Achievement Goal

Goal

To improve achievement for all students, including narrowing achievement gaps for identified student groups.

- ❖ Maintain a high level of growth for all students, as measured by SGPs.
- ❖ Increase the median SGP by one (1) point above the previous four (4) year average for each high need group.

Action Items

- Work in partnership with Central Office administrators to refine and improve instructional intervention strategies in key areas. Review intervention data and strategies with building principals during school visits.
- Allocate resources to areas where data indicates there is need for improvement.
- Develop partnerships with universities/organizations that can assist NPS in reaching this student learning goal.

Professional Practice Goal

Goal

To increase my engagement with the community while maintaining an active presence in the schools.

Action Items

- By the end of the school year, there will be a measurable increase in my community/parent meetings from my first two years. I will participate in an average of 2-3 parent/community meetings per month while continuing to spend significant time in schools with teachers, administrators and students (a minimum of 3 times per week.)
- In partnership with the Mayor and his team, I will ensure that the facilities and enrollment challenges within NPS are clearly articulated to the community.
- Work in collaboration with the new Coordinator of Communications and Community Engagement to increase communication (both digital and traditional) to ensure that the community is more familiar with the goals, challenges and opportunities within NPS. We will establish a *District News Section* of website that posts information weekly and pilot use of social media tools.