



PROGRAM SUB-COMMITTEE ZOOM MEETING

WEDNESDAY, November 4, 2020

5:00 pm

Please click the link below to join the webinar:

<https://gloucester-ma-gov.zoom.us/j/81870558249>

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A G E N D A

I. CALL TO ORDER

II. REPORTS/DELIBERATIONS/DISCUSSIONS

A. Superintendent's Goals for Evaluation

III. ACTION

IV. ADJOURNMENT

***Enclosures**

The listing of matters is those reasonably anticipated by the Chair, in accordance with M.G.L., Chapter 30A, Section 18-25, which may be discussed at the meeting. Not all items may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

2020 - 2021 Superintendent Goals

Based on [The Massachusetts Model System for Educator Evaluation](#)

Goal 1: Open and operate schools safely based on clear health metrics, a balanced view of the risks to the overall health and well being of students, and on the guidelines published by the Department of Elementary & Secondary Education.

Description: Open and operate schools in ways that allow as many students as possible to attend in-person so we can best maximize learning, address our students' full needs, and support community and family needs.

Continue the successful operation of school regardless of the learning model we are using by responding to active COVID cases and effectively addressing health and safety concerns, staffing challenges, adjustments to the teaching and learning model, and communication.

Measurement-Timeline

1. July - August: Develop and execute a planning process to prepare for a safe opening that includes collaboration with the district leadership team, diverse groups of staff, the School Committee, the Gloucester Health department and community partners. Communicate about the planning process and plan to families and stakeholders using a variety of means (e.g. email, new website, public meetings, parent forums).
2. August: Finalize the GPS reopening plans for submission to DESE and approval by the School Committee
3. Open in September in a hybrid model that maximizes in person learning while community transmission of COVID-19 remains low
4. September - June: Daily evaluation and analysis of the current situation related to COVID-19 to ensure the safety of our students and faculty. This includes frequent (multiple times per week) consultation with Gloucester Department of Health, head nurse and principals. Also includes regular updates to School Committee of ongoing developments
5. September - June: As called for by community health data, adjust learning model to best fit current and developing health situation to provide safest possible approach for students and staff given adjustments to the learning model as needed

Evidence to Support This Goal

1. Documentation of groups participating in planning, reports to school committee that include directors of health and public works
2. Reopening and Re-entry plan submitted to DESE
3. Periodic Reports to SC on planning, implementation and adjustments
4. Ongoing communication with stakeholders to ensure they are fully informed on planning, protocols, health and safety, learning model, and ongoing adjustments as school proceeds Completing the reopening and re-entry plan
5. Development, implementation, and communication of health and safety protocols
6. Training of staff and professional development prior to school starting
7. If necessary, appropriate and well executed shift/s from one learning model to another one; such as remote to hybrid or hybrid to remote

Linked to the Following Standards and Indicators of DESE's Superintendent Rubric

1. Standard II - Management & Operations
 - a. II-C-1. Time for Teaching and Learning

2. Standard III - Family and Community Engagement
 - a. III-D-1 Family Concerns
 3. Standard IV - Professional Culture
 - a. IV-E-1. Shared Vision Development
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Goal 2: Build the Capacity and Collaboration of the Leadership Team.

Description: Build a collaborative Leadership Team that is expanded from recent years, develop the collective and individual capacity of the Leadership Team and its members, and create a team that supports our common goal of equity, service, and excellence for all students.

Measurement-Timeline

1. July - August: Hold weekly meetings of expanded Leadership Team that includes principals, Assistant Superintendent, Director of Special Education, and adds the leaders of Finance, Transportation, IT, Food Services, Human Resources, and English Language Learners/Title I as needed to create an integrated reopening and re-entry planning;
2. September- June: Hold weekly meetings for Leadership Team that includes leaders of human resources and English Language Learners/Title I to raise profile of their areas and their level of responsibility
3. September - June: Hold weekly Operations Team meetings in order to provide direct support to leaders of finance, HR, Transportation, IT, and Food Services.
4. September - June: Include a wide variety of district leaders in participating and presenting to community leaders and stakeholders

Evidence to Support This Goal

1. Results of survey of Leadership Team members on effectiveness of meetings and feedback on collaborative culture
2. Results from Leadership Team evaluation set forth by New Superintendent Induction Program
3. Rolling Agendas for Leadership and Operations meetings that demonstrate a clear purpose, focus on matters of consequence, and engaging leaders in thoughtful and productive conversations.
4. Periodic updates to the School Committee and other stakeholders that include a variety of leaders in development and presentation.
5. Ongoing conversations and debriefing with the Assistant Superintendent for effectiveness and efficiencies of meetings

Linked to the Following Standards and Indicators of DESE's Superintendent Rubric

1. Standard IV: Professional Culture
 - a. IV-A-2. Mission and Core Values
 - b. IV-A-3. Meetings
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Goal 3: Understanding and embracing the culture of the City of Gloucester and the Gloucester Public Schools.

Acclimate myself as the Superintendent of Schools to the school district and city by building collaborative working relationships with students, faculty, staff, community partners, city leaders, city

department heads, and parent leaders. The opportunity to embrace and understand the culture of the city will allow me to best lead the district forward.

Measurement-Timeline

1. July - September: Set up entry meetings with all school committee members, community agency leaders, and department heads.
2. August - Launch Community Leaders meeting to support reopening and re-entry and to continue throughout the year on a monthly basis
3. October - Launch PTO/School Council Leaders monthly meetings
4. September- June- Plan with building leadership times to visit schools and classrooms
5. September-June- Attend school and community events throughout Gloucester as much as possible in a time of COVID.

Evidence to Support This Goal

1. Periodic updates to the School Committee and presentations at the School Committee Meetings
2. Examples of correspondence to families, faculty and staff
3. Agendas from Monthly Parent Leader meetings
4. Entry Plan updates to School Committee
5. Documentation of meetings with community organizations, collaboration with department heads, and the Community Stakeholders group

Linked to the Following Standards and Indicators of DESE's Superintendent Rubric

1. Standard III- Family and Community Engagement
 - a. III-A-2. Community and Stakeholder Engagement
 2. Standard IV - Professional Culture
 - a. IV-C-1. Communication Skills
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Goal 4: Participate in the New Superintendent Induction Program

Due to current COVID-19 conditions this will be a long range goal that most likely will span two academic years.

Develop skills in strategy development, data analysis, instructional leadership, and complete an Entry Plan by completing the first year of the New Superintendent Induction Program. By the completion of the Entry Plan, the School Committee will have an understanding of the educational direction that the district will head in during the next 1-5 years. I will share the findings of the Entry Plan with School Committee members. The findings will help drive the development of the district goals, the plan to achieve the goals, as well as the method of assessment to determine the effectiveness of the overall plan.

Measurement-Timeline

1. Data Collection: I will gather data from stakeholders within the school and greater community to begin the process of goal setting for the district. The gathering of data will occur in a number of ways, such as surveys to parents, teachers and administrators, one-on-one meetings, observations based on classroom and school visits, and review of district documents.
2. Data Analysis: I will complete analysis of the data collected in order to determine critical areas of improvement to help determine district goals. I will present to the School Committee a

summary of the evidence collected, identifying strengths of systems in place as well as the most critical areas for improvement that require further inquiry.

3. Identification of Goals: I will collaborate with the School Committee to identify three to five student learning and district improvement goals in order to strengthen instructional practices and student achievement.
4. Seminar Participation: I will attend all group seminars with the 11th cohort of the NSIP
5. Coaching: I will participate in on-going consultation with my assigned coach.
6. Entry Plan Presentation: I will present to the School Committee a written Entry Plan, that includes the operational process of data collection, stakeholders to be interviewed, documents to be reviewed and analyzed, and a clear timeline of events

Evidence to Support This Goal

1. Periodic updates to School Committee
2. Documents associated with Entry Plan progress and completion
3. NSIP agenda and materials

Linked to the Following Standards and Indicators of DESE's Superintendent Rubric

1. Standard I: Instructional Leadership
I-E-1. Data-Informed Decision Making
2. Standard IV: Professional Culture
IV-D-2. Continuous Learning of Administrator

Goal 5: Make Forward Progress on Long Term Capital Planning and Improvement

Continue making progress on long term improvement of school building facilities by taking a leading role in the management and direction of the East Gloucester/Veterans School Building Project, strengthening the working relationship with the Department of Public Works, and identifying long term facility needs at Beeman and Plum Cove.

Measurement-Timeline

1. July - August: Work with School Committee and EGS/Vets Building Committee to complete process to secure MSBA funding for building project
2. July - November: Support effort on Question 3 by providing clear information about the need for the project, the design, the project cost, and the risk/cost of not moving forward with a new school
3. September - June: Take leadership position Building Committee and ensure GPS administration is hitting all necessary benchmarks leading up to construction phase including identifying swing space, continuing to provide input from the school and district staff during the design development phase, and transitioning Veterans School to the identified swing space in a timely and orderly manner.
4. November - June: Ensure school community and Gloucester community are kept up to date on project's progress through a regularly updated website, public updates to the School Committee, email, and community meetings.

5. November - June: Build on the working relationship that was developed between July and October with the Department of Public Works leadership to develop an annual process of identifying, vetting, and scheduling building maintenance including twice annual reports to the School Committee. Also, identify necessary longer term maintenance and repairs and an associated timeline to maintain Beeman and Plum Cove while EGS/Vets is being rebuilt.

Evidence to Support This Goal

1. Public presentations during each stage of the process (July-Aug; Sept-Nov; Nov-June)
2. MSBA approval of funding to support building project; well organized and planned Building Committee meetings; the project staying on time and on budget, complete timely transition to swing space.
3. DPW plan for summer maintenance and long term plan for maintaining Beeman and Plum Cove while new East

Linked to the Following Standards and Indicators of DESE's Superintendent Rubric

1. Standard III: Family and Community Engagement
III-A-2. Community and Stakeholder Engagement
2. Standard IV: Professional Culture
IV-F-2. Consensus Building