
Head of School Report: Evidence for Evaluation

Peter Cohen, Ed.D. • 04.28.2020

Overview

Evidence for Evaluation

July 2019-April 2020

Progress Toward Goals

- Effective Entry & Direction Setting
- Maintain Momentum During the Transition
- New Charter Public School Leader Program
- Instructional Coaching & Teacher Evaluation

Progress Toward Standards

- I. Instructional Leadership
 - II. Management & Operations
 - III. Family & Community Engagement
 - IV. Professional Culture
-

Progress - Professional Practice Goal: Effective Entry & Direction Setting

Identification of Critical Needs

- Enrollment
- Funding
- Communication
- Leadership
- Trust
- Teacher Development

Execute Goals of Strategic Plan

- Students
 - Working Groups: Exhibition & Upper School
 - Enrollment/Recruitment
 - Faculty & Staff
 - Hiring - start early
 - Criteria for Excellence
 - Community
 - Communication
 - PTO & Development
 - Operations
 - Facilities
 - Policies & By-Laws
-

Progress - School Improvement Goal: Maintain Momentum During the Transition

Accomplishments

- Charter Renewal
- New ESL Teacher & Systems
- New PTO Liaison
- New Leadership Team Structure
- Policies & By-Laws Updates
- New Marketing & Communication Strategy

Reorganization: Set Course for Future

- Leadership Team
 - Head of School
 - Principal
 - Director of Student Services
 - Present & Future Systems Updates
 - Meeting Protocols
 - Interventions & Supports for Students
 - Facilities & Program Upgrades
 - Performing Arts = Construct a Theatre
 - Declutter: Cosmetic Improvements
 - Develop Plan to address Deferred Maintenance
-

Progress - Professional Practice Goal: New Charter Public School Leader Program, MCPSA

Benefits

- Network
 - Resources
 - School Visits
 - Mentorship & Coaching
 - Support
-

Progress - Student Improvement Goal: Begin the Process of designing an effective plan for instructional coaching and Teacher Evaluation

Progress

- Protocol for Observations and Feedback
 - Introduction of “Teaching Force,” a system borrowed from The Netherlands that establishes framework for peer observation and peer-to-peer support
 - Progress derailed by Coronavirus, but we are set up for success next year.
-

Attention Areas → Future Goals

Recruitment & Enrollment

- Improved Marketing
- Full enrollment by 2021-2022

Development & Fundraising

- Pursue Grants and Major Donors
- Community Partnerships & Sponsorships

Facilities & Program Upgrades

- Address deferred maintenance and building expansion opps.
 - Expand arts program and upgrade Exhibition
-

Standards

Standard I: Instructional Leadership

Curriculum:

- Year 1: Learn about impact of teacher autonomy on instruction & learning
- Year 2: With Principal, work with teachers to ensure effective and rigorous standards-based units of study

Instruction:

- Classroom observations and expectations for teaching have been shared. More professional development and instructional support (coaching) is needed.

Assessment:

- Use of data tracking tool introduced. MCAS, IXL, and Grades will be triangulated. (Impacted by coronavirus, extended school closure).

Evaluation:

- In progress (Impacted by coronavirus, extended school closure).

Data Informed Decision Making:

- Use of data tracking tool introduced. MCAS, IXL, and Grades will be triangulated. (Impacted by coronavirus, extended school closure).
-

Standard II: Management & Operations

Environment:

- Bring the sparkle back: Declutter the classrooms and the warehouse

Human Resources Management & Development:

- New Leadership Team structure in place for 2020-2021. Can't Wait!

Scheduling & Management Information Systems:

- Working on updates to master schedule. Coronavirus will have an impact.

Law, Ethics, and Policies:

- Trained during new leader cohort sessions, webinars, worked with new school counsel.

Fiscal Systems:

- The business manager has been outstanding in providing information. Collaboratively adjusting line items and working under conservative enrollment projections in order to remain in good financial standing through a challenging economic time.
-

Standard III: Family & Community Engagement

Engagement:

- Maintain an open school while ensuring safety and security during the school day. Visitors welcome to attend community meeting, join us for lunch, and visit classrooms.
- Meetings with parents have taken place throughout the year, as needed to keep the flow of information open.

Sharing Responsibility:

- Will continue to solicit feedback from the community through surveys and in-person meetings/coffees

Communication:

- A strength of the year. Improved Website and use of social media to tell our story.
- Weekly newsletter with information and promotion of events and school happenings.

Family Concerns:

- Assumed responsibility as point person for student discipline following the resignation of the assistant head of school. Proactively inform parents of student concerns and work collaboratively to address these concerns.
-

Standard IV: Professional Culture

Commitment to High Standards:

- Theme of the year: Opportunity.
- Professional attire for staff, declutter classrooms & storage, improve Exhibition.
- Working Groups assigned to upgrade our work

Cultural Proficiency:

- English as a Second Language Teacher hired, protocols updated.

Communication:

- Regular communication with all key stakeholders.

Continuous Learning:

- More work needed to develop comprehensive plan for professional development and growth

Shared Vision:

- The entire year has been focused on this element. Listening & learning turned into vision. Now building trust and buy-in.

Managing Conflict:

- Leadership during the COVID19 school closure. Navigated sudden departure of former school leader.
-

Next steps

New Leadership Team

Take advantage of time in late spring and early summer to develop comprehensive plan for 2020-2021.

Professional Growth & Development of Faculty

More time: Summer planning, Wednesday Afternoon PD Sessions

Fundraising & Recruitment of Students/Staff

New Director of Development and grant writing

Facilities and Program Upgrades

Cosmetic Upgrades. Deferred Maintenance Addressed. Expansion.

Overall Progress

1. Navigated challenges. Led with integrity.
2. Communication & culture improved.
3. New direction. New Leadership Team.

Set up for success. Let's Go!

It's a great day to be a Navigator
