

Peter Cohen HoS SELF-ASSESSMENT January, 2021

Goals should be SMART and include at least one goal for each category: professional practice, student learning, and school improvement.
 Check one box for each goal.

Goal(s)	Description	Not Started	Off Target	On Target
Professional Practice				
	<p>Leadership & Administrative Team Development: Throughout FY21 (July 2020-June 2021) the Leadership and Admin Teams will work collaboratively to ensure that all leadership and administrative tasks are executed effectively and efficiently.</p> <p>Key Actions :</p> <ol style="list-style-type: none"> 1. By October 19, establish systems for effective teamwork. This will include: (a) Regular meeting schedule for both teams, (b) Meeting protocols that include advanced agenda input and sharing, (c) Established norms for meetings 2. By October 19, roles and responsibilities will be more clearly defined, including job descriptions that will be drafted and revised throughout the school year. 3. Develop systems for internal communications including a flow chart for the faculty & staff to know the first point of contact for any issue. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p>Comments</p>	<p>The 2020-2021 school year has been a case study in a crisis superseding the important work of an organization. Instead of being able to utilize the summer months to effectively come together as a team and clearly define roles and responsibilities for new team members and new positions, the work of figuring out the logistics for opening our school took over.</p> <p>As a result, we started the year training teachers on new technologies and on increasing their capacity and skills while providing them support and strategies to effectively teach in both remote and in-person learning environments. Once we were up and running in the Hybrid learning of Phase Two of reopening, the work toward this goal could become a focus.</p> <p>Actions to date:</p> <p>Ongoing meetings with the Principal and Director of Student Services.</p> <p>Focus on defining roles and improving internal communication.</p> <p>Restructured leadership team has Head of School as head of the district and the Principal works with the Director of Student Services as building level leaders.</p> <p>Meetings with faculty have been restructured as of January. Wednesday now has department meeting and occasional full faculty meeting time that leads into the collaborative work under the Teaching Force initiative.</p> <p>Feedback from culture survey given at start of year has been reviewed internally. Staff satisfaction surveys will go out twice this winter/spring.</p> <p>Time is now to work on shifting mindsets to a growth mindset. Improving culture, improving instruction, and improving communication will help us grow in the new reality of teaching & learning in a pandemic. The vaccine is helpful. Restrictions that are pandemic-related will be in place for the next one to three years. We need to move forward.</p>			
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School Improvement

Define Criteria for Excellence & Measures of Learning: By early fall, the Criteria for Excellence document will be drafted with input from each department. This work will be facilitated by the Academic Excellence Committee and the Principal with oversight by the Head of School.

Key Actions :

1. Throughout the school year, there will be coordination of the work of the Academic Excellence Committee with the instructional leaders in the school
2. Next steps will include the development of rubrics/assessments aligned with the Criteria for Excellence document.
3. Throughout the late summer we will train faculty, staff, parents, and students on the utilization of new technology platforms that will strengthen our remote learning instruction and lead to effective student portfolios, and student-led conferences.
4. By January 1, we will have an updated design plan for Exhibitions of student learning.

X

<p>Comments</p>	<p>The Academic Excellence Committee has worked with Principal Cronin to continue to finalize the Criteria for Excellence document in each subject area. Starting in January, the work of bridging the list of skills with actual unit/project plans and lesson plans is in place. Each Wednesday some time is dedicated to this work.</p> <p>The use of new technology (Schoology, IXL, iReady) has been evident across all grade levels.</p> <p>The week of March 15-19 will be Exhibition Week. Grade level teams are working on plans for this week of Exhibition; the first since November of 2019.</p> <p>This work is on track given the impact of the pandemic.</p>			
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Professional Practice

	<p>Communications & Marketing: During FY21 the school website will be redesigned and a new logo/branding will be completed. Additionally, as part of the recruitment process, mailings will go out to families across the sending districts in the area in advance of events such as open houses and the enrollment lottery. A robust social media presence will be in place.</p> <p>Key Actions :</p> <ol style="list-style-type: none"> 1. During the month of August, our internal communications team will work with a consultant to both rebrand (new logo) and upgrade our website that will become the hub of information it is intended to be for parents and interested community members. 2. By January 1 we will work with other marketing consultants to create and distribute marketing materials including postcards and flyers to potential families in an effort to strengthen our recruitment efforts. 3. By the end of May 2021 we will have a strategic plan for the use of social media in our 4. school as a medium to promote and celebrate what we do at MCCPS 	□	□	X
Comments	<p>The website and new logo are updated. Work continues on adding content to the website.</p> <p>The postcard project hit a few snags along the way and is completed now.</p> <p>Our Development and Communications Committee has new focus and direction. A marketing playbook is being finalized and we are on track for a much stronger social media presence and marketing strategies for the current and future recruitment and development efforts.</p>			

Student Improvement				
	<p>Effective Instructional Professional Development for Teachers - a multi-year goal; The Head of School and the Principal will work with consultants with experience in the Dutch system of “Leerkracht” (Teaching Force). This work will ground our efforts to improve teaching and learning by providing teachers with a system for giving and receiving feedback on lesson planning and implementation.</p> <p>Key Actions:</p> <ol style="list-style-type: none"> 1. Year One: Introduce, train, and initiate the Teaching Force protocols with a select group of teachers and teacher-leaders. This work will include the development of a schedule that prioritizes time for teachers to work collaboratively in support of one another for lesson design and eventually peer observations. 2. Year One: During the time of COVID-19 we will focus our attention on developing and training every teacher on effective delivery of instruction in a remote setting so that we can be fully prepared for effective teaching & learning in either a remote or in-person learning environment. 3. Year Two: Once we are fully back to in-person learning for all, we will develop a formal system for teachers to receive regular feedback from supervisors leading to both formative and summative evaluations. 4. Year Three: The integration of the peer feedback system (Teaching Force) and the more formal, evaluative feedback will be meshed together to create our fully realized system for providing educators with the information they need to continuously improve. 	□	□	X

<p style="text-align: center;">Comments</p>	<p>On target and behind schedule for this goal. While the Teaching Force work has been introduced, the impact of the pandemic cannot be understated. We have had to make significant adjustments to this program and the rollout of the work in response to teacher anxieties and an overall resistance to change.</p> <p>Missing is a system for feedback, which is a goal for next year. The foundation for this will be worked on this spring of 2021.</p>			
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Comments:

Overall, the COVID crisis continues to take its toll on our faculty. Managing the anxieties and fears of our teaching staff while working to remain open has been the focus of our work to date this school year. With a brand new leadership team and structure, there have been growing pains.

The positive:

Students have a newfound love of school after missing the routine and the learning last spring.
 Parents share their gratitude and satisfaction with the teaching and learning so far this year.
 Our safety protocols have proven effective with no incidents of COVID spread in the school.

In process:

A new leadership team has work to do to be on the same page.
 Teaching Force, the Criteria for Excellence, and improved marketing are all works in progress.
 The ongoing focus is to develop the foundation for all of these initiatives to set us up for success in years to come.

The challenge:

The overall tolerance for change is low among the faculty and staff and yet much change is needed to improve.

Moving Forward;

- Exciting focus on Exhibition

- Return to 230
- Renovating the building
- A new strategic planning process will begin development within a year
- Post-pandemic: a return to innovative, commitment to excellence