

Head of School Evidence for Evaluation

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Overview

Evidence for Evaluation

July 2021-April 2022

Progress Toward Goals

- Implement an Effective System for Observation, Feedback, and Evaluation of Teachers
- Implement the Criteria for Excellence & Portfolio System
- Communication

Progress Toward Standards

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

School Improvement Goal #1

Implement an Effective System for Observation, Feedback, and Evaluation of Teachers

Significant Progress

- The Teaching Force took steps forward in Year 2
 - Core group of General Ed and Special Ed Teachers met regularly
 - Themes for improvement identified each trimester
 - Collegiality and Team Cohesion
 - Student Engagement
 - Exhibition: Engaging Community, Empowering Students, Parent Involvement
 - Joint Lesson Design & Peer Collaboration increased
 - Lesson Visits were initiated
 - Good building year
 - Year 3: More structure (JLD) and Measures of Impact

Significant Progress

- Return of an Educator Evaluation System - Year 1
 - Primary Evaluator Assigned
 - Student Learning & Professional Practice Goals for all
 - Classroom Observations Completed
 - 360° Feedback system initiated
- HR Manager hired to help improve systems and processes
- Leaders (Principal & Director of Student Services) provided with survey data similar to HoS

Student Learning Goal #2

Implement the Criteria for Excellence & Portfolio System

Significant Progress

- Criteria for Excellence adjusted based on first year of implementation. Becoming a living document.
- Bridges between units of study and Exhibition projects and the Criteria for Excellence
- Parent presentation planned for May
- Student Portfolios in place at each grade level
 - Next step - work toward continuity from grade level to grade level
- Work is overseen by Department Chairs and Academic Excellence Committee
- Excellent example of Teacher-led, parent partnership
- Work began in January 2020. Slowed by pandemic.
- Clear next steps - portfolios, student-led conferences, capstone projects, clear measures to be established.

Professional Practice Goal #3

Communication

Significant Progress

- Individual meetings with staff in September and in March
 - Joined by additional school leader
 - HR Manager hired April - will join these meetings in the future
- Observed each classroom in response to Mid-Cycle feedback
- Will check in with each returning team member with employment agreements following budget approval
- More Faculty meetings this year
- Open and timely communication about issues impacting the whole school
 - Bullying, student behavior
 - Surveyed staff on staffing needs
 - Solicited feedback via surveys for leadership team

Attention Areas/Future Goals



- ★ *Academic Excellence*
 - *Criteria for Excellence*
- ★ *Professional Development*
- ★ *Re-engage Parent Community*
- ★ *Strategic Plan*
 - *Facilities - Academics - Culture*

Standards

Evidence of Proficiency in Standards I-IV

Standard I: Instructional Leadership

Curriculum:

- Working to establish Principal as Instructional Leader
- More work needed to implement systems of curriculum review
- Teaching Force leads to improved lesson design

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 continued. iReady, MCAS, IXL, and Grades will be triangulated.
- Measuring progress toward skills in Criteria for Excellence is next

Evaluation:

- In progress. Major step forward this year.

Data Informed Decision Making:

- Use of data tracking tool continued. iReady, MCAS, IXL, and Grades

Standard II: Management & Operations

Environment:

- Classroom furniture, warehouse cleanout, new offices
- COVID health/safety protocols

Human Resources Management & Development:

- Leadership Team expanded for FY23 (Dean and HR)
- Principal on Improvement Plan for FY23

Scheduling & Management Information Systems:

- Leadership team has implemented continuous improvements to scheduling. Systems for enrollment, admissions, COVID have all been updated and implemented

Law, Ethics, and Policies:

- Maintain training and compliance with all regulations, policies, procedures

Fiscal Systems:

- The business manager has been outstanding. The school has returned to strong financial footing even during a pandemic. Grants have supplemented our operating budget.

Standard III: Family & Community Engagement

Engagement:

- Gradually reopening access, as we move into each new phase of the pandemic. Must proactively return to co-op, where all parents give back and contribute in some way

Sharing Responsibility:

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

Communication:

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

Family Concerns:

- Proactively inform parents of student concerns and work collaboratively to address these concerns.
- Addition of Dean will address communication from Admin

Standard IV: Professional Culture

Commitment to High Standards:

- Shared accountability through Teaching Force

Cultural Proficiency:

- Scrutiny of classroom materials/libraries, ESL and Special Ed procedures continuously updated

Communication:

- Regular communication with all key stakeholders.

Continuous Learning:

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

Shared Vision:

- Building trust and buy-in for updated vision as we move to next phase of pandemic

Managing Conflict:

- Leadership during the COVID19 pandemic
- Steady leadership during unstable times

Accomplishments

1. Navigated challenges. Led with integrity
2. Communication & culture improved
3. Improving Leadership Team
4. Gradual return to “normal” (field trips, enrichment, community meeting, lunch, exhibition, graduation)
5. Pick Up/Drop Off, Lunch Service & Supervision
6. Murals
7. Grants
8. Steady leadership through challenging times

Next Steps...

- Strategic Plan
- Goal Setting
- Professional Development Planning
- Facilities Upgrades
- Return to Service Learning (Food Pantry)
- Re-engage, re-energize parents as partners

Just the Facts

Facilities+Academics+Culture+Teamwork
=Success