





TARGETED DISTRICT

REVIEW REPORT

OVERVIEW

- ▶ Visited February 27- March 1, 2017
 - ▶ Met with admin, teachers, school committee, parents
 - ▶ Provided some strengths and some recommendations
 - ▶ No accountability with this report, simply guidance
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THINGS THAT WERE HIGHLIGHTED

- ▶ Reconfiguration
 - ▶ Substantial leadership transitions
 - ▶ 1979 – 2004 – only two superintendents
 - ▶ 2004 - 2016 – five superintendents
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THINGS THAT WERE HIGHLIGHTED

▶ Since 2014:


Eight new administrators:

- ▶ Superintendent
- ▶ Director of Curriculum
- ▶ 2 elementary principals
- ▶ High School Principal
- ▶ Special Education Director

Other new administrators/staff:

- ▶ Director of Technology
 - ▶ Director of Facilities
 - ▶ Humanities Director
 - ▶ Human Resources Specialist
 - ▶ Data Processing
 - ▶ Nurse Leader
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AREAS THAT WERE EVALUATED

- ▶ Leadership and Governance
 - ▶ Leadership for Curriculum and Instruction
 - ▶ Human Resources and Professional Development
 - ▶ Financial and Asset Management
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1.

LEADERSHIP AND GOVERNANCE




NOTED AREAS OF STRENGTHS


- ▶ New vision of:
 - ▶ Collaboration
 - ▶ Transparency
 - ▶ Accountability
- ▶ Updated evaluation process
- ▶ Updated budget process



NOTED CHALLENGES AND AREAS FOR GROWTH


- ▶ District and school planning documents do not provide a current, clearly defined vision for improvement for the district and each school
 - ▶ District Improvement Strategy
 - ▶ School Improvement Plans
 - ▶ Declining enrollment, multiple administrative changes and grade reconfigurations have contributed to instability
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RECOMMENDATIONS

- ▶ Continue strategic planning process to create a document that articulates its mission, vision, core values and theory of action.
 - ▶ District and school planning documents should include SMART goals that focus on student learning and achievement
 - ▶ Implement a standard format for school improvement plans
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2.

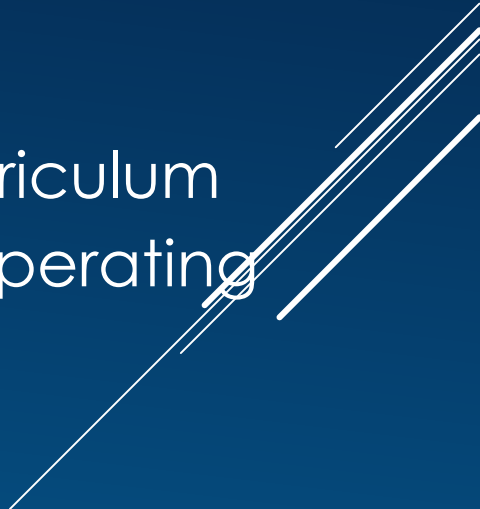
LEADERSHIP FOR
CURRICULUM AND
INSTRUCTION





CURRICULUM

NOTED CHALLENGES AND AREAS FOR GROWTH

- ▶ Incomplete curriculum
 - ▶ Some teachers do not connect their lessons to the state standards
 - ▶ Until 2015 the district was without K-12 curriculum direction – had evolved as smaller units operating as curriculum silos
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RECOMMENDATIONS

- ▶ Develop standards-based curriculum maps






INSTRUCTION

NOTED CHALLENGES AND AREAS FOR GROWTH

- ▶ Quality of instruction varied within and across school...especially in setting high expectations for learning, in developing critical-thinking skills, and in appropriately differentiating instruction (strongest instruction was observed at STEM)
- ▶ While programs used at each school include some research-based teaching strategies (especially at the elementary level), the district has not identified and articulated a common instructional model

NOTED CHALLENGES AND AREAS FOR GROWTH

- ▶ Insufficient common planning time at the elementary level and an absence of expectations at the secondary level hampers the ability of teachers to effectively collaborate to improve both instruction and student achievement
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RECOMMENDATIONS

- ▶ The district should collaboratively define and communicate common expectations for an instructional model that ensures excellence in standards-based teaching.
- ▶ Provide support to teachers and leaders in understanding, implementing and monitoring this model.
- ▶ Revisit each school's daily schedule and work to ensure common planning time each week

3.


HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT




NOTED AREAS OF STRENGTHS

- ▶ Revision of the educator evaluation system
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NOTED CHALLENGES AND AREAS FOR GROWTH

- ▶ The district has not achieved consistency in the implementation of the evaluation system. It has not taken action on the more recent component of the Educator Evaluation Framework that requires collection and use of multiple sources of evidence (student and staff feedback).
 - ▶ The district does not have a cohesive, comprehensive and collaboratively developed PD Plan.
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RECOMMENDATIONS


- ▶ The district should ensure that all required components of the educator evaluation system are instituted consistently and comprehensively.
 - ▶ The district should develop and implement a cohesive, comprehensive, and collaboratively developed PD Plan.
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4.


FINANCIAL AND ASSET MANAGEMENT




NOTED AREAS OF STRENGTHS

- ▶ School and town officials are working together more cooperatively and constructively after a recent history of tensions.
 - ▶ A modified budget process allows the district to leverage and reallocate resources to better achieve the district priorities to improve transparency
 - ▶ Budget is driven by student needs
 - ▶ Process is inclusive
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NOTED CHALLENGES AND AREAS FOR GROWTH

- ▶ Planning and resources have so far been inadequate to keep up with the maintenance and repair needs.
 - ▶ The district submits its maintenance and capital needs annually rather than as part of a long-range plan.
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RECOMMENDATIONS

- ▶ The district should prepare a maintenance plan and a long-range capital plan for building and technology needs as part of its capital planning.
 - ▶ The plan should be flexible, adding new needs and making other changes as they arise.
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QUESTIONS?
THOUGHTS?

