



# QUINCY PUBLIC SCHOOLS

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## SUPERINTENDENT'S ANNUAL PLAN 2018-2019

**Superintendent's Goals    School Committee Goals**  
**Professional Practice • Student Learning**

### **Quincy School Committee**

The Honorable Thomas P. Koch, Mayor and Chair

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Superintendent of Schools

*Approved October 10, 2018*

# **Superintendent's Annual Plan**

## **2018-2019**

### **Superintendent's Goals (2)**

#### **Professional Practice Goal**

1. Quincy Public Schools Administrative Evaluation Process (Principals/SLT)

#### **Standards**

Instructional  
Leadership

Management and  
Operations

#### **Improving Student Learning Goal**

2. Improvement of State Accountability Level

#### **Standards**

Instructional  
Leadership

Family and  
Community  
Engagement

Professional  
Culture

## **Superintendent's Goal #1**

*Quincy Public Schools Administrative Evaluation During the 2018-2019 school year, the Superintendent will evaluate all Principals, Directors, and Coordinators.*

- **Standard I: Instructional Leadership:** The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
  - **Indicator I-B: Instruction:** Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.
    - **Element I-B-1: Instructional Practices**
  
- **Standard II: Management and Operations:** Promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.
  - **Indicator II-C: Scheduling and Management Information Systems:** Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.
    - **Element II-C-1: Time for Teaching and Learning**
    - **Element II-C-2: Time for Collaboration**

### **Benchmarks**

- Goal-Setting completed by November 30, 2018
- Formative Assessment completed by April 15, 2019
- Summative Assessment completed by October 1, 2019

### **Action Steps**

- Superintendent of Schools to conduct announced and unannounced observations of each Principal, Director, and Coordinator.

- Ongoing discussion of staff evaluation progress and issues at monthly Principal, Superintendent's Leadership, and Curriculum & Assessment Team meetings.

### **Sources of Evidence**

- Administrator Evaluations
- Team Meeting Agendas and Minutes
- School and Program Improvement Plans
- Participation in School Committee and Subcommittee meetings
- Integrated Learning Team meetings
- Principal's Path Elements

## **Superintendent's Goal #2**

*Improvement of State Accountability Level During the 2018-2019 school year, the Superintendent will work with Principals and the Superintendent's Leadership on the following Goal:*

*In the Fall of 2019, the district will measure improvement for the non-high school lowest performing student cohort in Math and ELA by increasing the number of points earned for the ELA and Math Achievement Total from 4 points in 2018 to 6 points in 2019 as evidenced by DESE's 2019 District and School Accountability Report.*

- **Standard 1: Instructional Leadership** The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
  - **Indicator 1-E: Data Informed Decision Making** Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.
    - **Element 1-E-3: Improvement of Performance, Effectiveness and Learning**
  
- **Standard III: Family and Community Engagement:** Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.
  - **Indicator III-B: Sharing Responsibility:** Continuously collaborates with family and community stakeholders to support student learning and development at home, school, and in the community
    - **Element III-B-1: Student Support**
    - **Element III-B-2: Family Collaboration**

### **Benchmarks**

- By September 2018, MCAS Results, Accountability Reports and District and School Standards Reports for 2018 will be analyzed and presented at District Meetings (*i.e.* SLT, Principals Team, Curriculum and Assessment Team, Vertical Team, Data Teams).

- By September 2018, the Superintendent will meet with site-based administrator teams to identify the targeted area of Lowest Performing Students in need of improvement. By October 2018, all schools will implement specific action steps directly tied to increasing the achievement and growth of these students..
- By February 2019, Principals and Instructional Leaders will facilitate Assessment Day 2 which will include the collaborative and reflective practice of examining mid-year data to measure student growth and achievement of our lowest performing students.
- By April 2019, Principals and the Superintendent's Leadership Team will have prepared our lowest performing student cohort for state testing.
- By June 2019, Principals and Instructional Leaders will facilitate Assessment Day 3 which will include the collaborative and reflective practice of examining end-of-year data to measure program and student growth /achievement

### **Action Steps**

- The Superintendent and his Leadership Team (SLT) will review the cohort of lowest performing students from all schools , prior to meeting with elementary, middle school and high school principals.
- All school sites will plan,implement,reflect and assess established targeted assistance initiatives designed to meet the school's specific needs in regard to its lowest performing students.
- Along with the Principal a Design Team will be responsible for clear, consistent communication regarding targeted actions aligned to site-based grade-level and/or vertical team meetings, family engagement, and academic focused extra-curricular activities.
- The Curriculum & Assessment Team will monitor all site based initiatives aligned to the needs of all lowest performing students.

### **Sources of Evidence**

- District and School Improvement Plans
- Principal's Weekly Communications
- Vertical Team Meeting Agendas & Notes
- Grade-level Team Meeting Agendas & Notes
- Integrated Learning Team (ILT) Meeting Agendas and Notes
- Communication to Parents; Notifications of Family Nights or Parent Academies
- Academic related after school activities
- Site-based Professional Development Plan
- Site-based Assessment Calendar
- Formative Assessments and Data Reports
- 2018 and 2019 EDWIN Analytics Reports

- Principal's Path Elements

# **Superintendent's Annual Plan** **2018-2019**

## **School Committee/Superintendent** **District Improvement Goals**

<b><u>Goal</u></b>	<b><u>Standard</u></b>
1. Quincy Public Schools District Improvement Plan	Instructional Leadership
2. Home-School Connections	Family and Community Engagement
3. System Initiative Management	Management & Operations

## **School Committee/Superintendent District Improvement Goal #1**

***Quincy Public Schools District Improvement Plan*** *Involve stakeholders in a District Improvement Plan that includes a diagnosis of the Quincy Public Schools' strengths and areas of improvement in regard to student achievement and organizational performance. All of the Quincy Public Schools teams will follow the Planning, Implementing, Reflecting, and Assessing cyclical process.*

- **Standard I: Instructional Leadership:** The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
  - **Indicator I-E: Data-Informed Decision-Making:** Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.
    - **Element I-E-2: School and District Goals**
    - **Element I-E-3: Improvement of Performance, Effectiveness, and Learning**

### **Benchmarks**

- Establish Quincy Public Schools Improvement Cycle 2018-2019 (by August 15, 2018)
- Complete Planning Stage (Assessment Day 1)(June 2018 through September 2018)
- Complete Implementing Stage (Assessment Day 1)(October 2018 through June 2019)
- Complete Reflecting Stage (Assessment Day 2 February 2019)
- Complete Assessing Stage (Assessment Day 3 May- June 2019)

### **Action Steps**

- Update Quincy Public Schools Organization chart
- Review and Modify District Improvement Plan Framework
- Review and Modify the Elements and Components of the District Improvement Plan
- Goal Setting (Teams/Initiatives/Sites/Systems/Superintendent)



## **Sources of Evidence**

- All District Improvement Plans Elements and Components
  - Frameworks
  - Improvement Cycle
  - Annual Budget Book
  - Superintendent's Annual Plan
  - System Team Organization Alignment
  - Initiatives Timelines
  - School Improvement Plans
  - Program Improvement Plans
  - Professional Development Plan
  - Educator Evaluation
- Team Meeting Notes and Agendas
- Quincy Public Schools Website
- Presentations to School Committee/Subcommittee Meeting Minutes
- Integrated Learning Teams Agendas and Minutes
- Principals Path Elements

## **School Committee/Superintendent District Improvement Goal #2**

***Home-School Connections*** During the 2018-2019 school year, the Superintendent's Leadership and Principal Teams in collaboration with the Quincy Parent Advisory Council to Special Education and the Citywide Parents Council will co-sponsor at least ten **home-school connections** events.

- **Standard III: Family and Community Engagement:** Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.
  - **Indicator III-A: Engagement:** Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.
    - **Element III-A-1: Family Engagement**
    - **Element III-A-2: Community and Business Engagement**
  - **Indicator III-B: Sharing Responsibility:** Continuously collaborates with family and community stakeholders to support student learning and development at home, school, and in the community
    - **Element III-B-2: Family Collaboration**

### **Benchmarks**

- Meet with representatives from the Quincy Parent Advisory Council to Special Education and the Citywide Parents Council to discuss ideas in the fall of 2018.
- Meet with Superintendent's Leadership and Principal Teams to select appropriate Parent Academy topics by October 1, 2018.
- Schedule and present ten home-school connections events by June 20, 2019.

### **Action Steps**

- Identify home-school connections topics and select topics for Parent Academies.
- Consult with Citywide Parents Council and Quincy Parent Advisory Council to Special Education on final topic selection and presentation dates.
- Collaboration between Superintendent's Leadership and Principal Teams and parent groups to promote event awareness.
- Videotape all presentations and stream on Quincy Public Schools SchoolTube channel; promote on QPS website & social media
- Assess/analyze event feedback to inform planning of future events.

**Sources of Evidence**

- Quincy Public Schools Website/Channel 22/Social Media platforms
- QPAC and Citywide Parents Council websites/social media
- Principal and Program Newsletters
- Parent Academy Event flyers and evaluations
- QPS SchoolTube Channel

## **School Committee/Superintendent District Improvement Goal #3**

***System Initiative Management*** *As an extension to the Quincy Public Schools District Improvement Plan, the Superintendent will work with Principals, Superintendents Leadership Team, school community and stakeholders to renew, establish, and manage 10-15 system initiatives. During the 2018-2019 school year, initiative effectiveness will be measured through School Committee and subcommittee presentations, benchmarks, actions steps and sources of evidence.*

- **Standard II: Management and Operations:** The Superintendent promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing and scheduling.
  - **Indicator II-A: Environment:** Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, and emotional and social needs.
    - **Element II-A-1: Plans, Procedures, and Routines**
    - **Element II-A-3: Student Safety, Health, and Social and Emotional Needs**
  - **Indicator II-C: Scheduling and Management Information Systems:** The Superintendent uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions of school-level staff.
    - **Element II-C-1: Time for Teaching and Learning**
    - **Element II-C-2: Time for Collaboration**

### **Benchmarks**

- By August 2018, the Superintendent will meet with all program Directors, Coordinators and Principals to review district and program goals, anticipated areas of need and support for the upcoming school year.
- By September 2018, The Superintendent and his Leadership Team will present the District Improvement Plan to Principals highlighting the 2018-2019 initiatives chart and the teams involved. Co-chairs for each initiatives will build timelines and workflow, begin scheduling meetings and designing agendas to be shared with team members.
- October 2018-June 2019, The Superintendent and Leadership Team Members will share progress on initiatives during School Committee or subcommittee meetings.

### **Action Steps**

- The Superintendent and the Leadership Team (SLT) will meet to review district and program goals and identify areas of need, support or enrichment for the upcoming school year.
- When appropriate, initiatives will be integrated into the District Professional Development Plan.
- The Curriculum & Assessment Team will develop CAMT goals aligned to a variety of initiatives (*i.e., aligning curriculum, developing strategies for differentiation, preparing students and teachers for next generation assessments*).
- The Special Education Team will develop Program Improvement goals aligned to a variety of initiatives (*i.e., special education pathways, ASPEN module, examining the inclusion model, preparing special educators for new accommodation guidelines for next generation state assessments*).
- The Technology Planning and Training Team will develop Program Improvement goals aligned to a variety of initiatives (*i.e., digital learning PD, preparing teachers and students for computer-based assessments, ASPEN implementation*).
- The Student Support Team will develop program improvement goals aligned to a variety of initiatives (*i.e., PBIS, health and wellness, substance abuse prevention, diversity competency training*).

### **Sources of Evidence**

- District and School Improvement Plans
- Quincy Public Schools Initiatives 2018-2019 Chart and Powerpoint
- Program Improvement Plans
- Initiative Meeting Notes and Agendas
- School Committee and Subcommittee presentations