

**Natick Public Schools - Goals for the Superintendent and School District
2009-2010 School Year**

Submitted for School Committee Approval October 5, 2009

The 2009-2010 goals will be:

- Achievable within budgetary and other constraints
- Clear and concise
- Measurable
- Reported to the School Committee periodically by the Superintendent regarding progress on these goals

Factors used to help develop the goals were:

- * Information taken from the Superintendent's final evaluation conferences with all administrators
- * Thoughtful review of the Superintendent's evaluation completed by the School Committee
- * Thoughtful review of staff evaluations completed on Administrators
- * Thoughtful review of exit interviews completed by staff members leaving the district
- * Information taken by processing the *Good to Great* concept and applying those principles to Natick
- * Document review including:
 - School Improvement Plans
 - Newly settled Collective Bargaining Agreements
 - School Handbooks
 - Final Financial Reports for FY 09
 - Professional Development Plan for FY 10
 - Latest MCAS Results
 - Metrowest Middle and High School Health Survey Reports

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Our Vision

This vision is a statement describing our preferred future.

The Natick Public Schools are respected for high academic standards, committed to social responsibility, and dedicated to educating and inspiring every student to achieve personal excellence.

Goal Category 1: *Program Improvement, Academic Achievement, Teaching and Learning*

This category addresses the central mission of the district and refers to efforts to expand and strengthen the learning experiences and academic performance of students.

Goal
1. Improve the percentage of students in the advanced and proficient categories on the MCAS Mathematics Test. Principals will write a specific goal addressing each grade level at their school.
2. Implement, with expectations, a Writing Across the Curriculum program to provide increased opportunities to reinforce writing skills and content understanding in all academic areas. All grade levels will have a guaranteed and viable writing curriculum along with expectations centered on quantity and quality.
3. Improve the percentage of students in the advanced and proficient categories on the MCAS Language Arts Test. Principals will write a specific goal addressing each grade level at their school.

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4. Work with the Elementary Principals to implement Foundations for all at-risk students in kindergarten, grade 1 and grade 2. Conduct an Action Research project to assess the effectiveness of using Foundations as a whole class instructional model in grades K-2.
5. Develop a long-range educational plan for technology that includes but not limited to the implementation of 1 - 1 Learning. The plan will include a comprehensive professional development program for our staff. Principals will address the inclusion of technology as an enhancer of student achievement in their School Improvement Plans (Plans include on-line courses, NovaNet, Moodle, VHS, etc.)
6. Improve the verbal and mathematics mean scores on the SAT. The High School Principal will write a specific goal addressing current performance levels, a desired state, and an action plan to achieve the goal.
7. Improve the percentage of special education students who are passing the MCAS tests, which in turn will improve the Adequate Yearly Progress determinations at each school for the sub population Special Education.

Goal Category 2: Leadership

This category refers to the establishment of strong and effective leadership for the district. This includes bringing clarity of expectations for all levels of leadership (School Committee, Superintendent, Principals, etc.) and the effective use of leadership systems such as School Councils, and other school/district based positions.

Goal
1. Will convey to the staff a renewed spirit of commitment (Good to Great) through a combination of presentations, professional interactions, classroom visitations, speaking roles and correspondence.
2. Assist principals in developing School Improvement Plans that align with district goals using the Current Reality/Desired State model.
3. Develop and implement a comprehensive evaluation system for administrators. In addition, work on the Negotiations Sub-Committee to revise the teacher evaluation system.
4. Work with the School Committee to identify techniques for providing positive staff recognition and reinforcement.
5. Provide leadership training for the Administrative Team centered on Professional Learning Communities. For FY 10 we will focus on developing a PLC for each grade level/department. Administrators will set the following expectations for each PLCs: A. All teachers will be organized into some sort of collaborative team. B. Each team will clarify what each student is expected to learn - the essential knowledge, skills, and dispositions - of each course/subject, unit-by-unit

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<p>C. Each teacher will monitor each student’s learning on a timely basis through the use of frequent, formative, common assessments.</p> <p>D. Each team/teacher/administrator will create systems to ensure students receive additional time and support if they are not learning.</p> <p>E. Each team/teacher/administrator will create systems to ensure students receive additional time and support if they are learning above expectations.</p> <p>F. Each team will identify effective instructional strategies as a result of analyzing data</p> <p>G. Each team will decide on how to use technology to support education.</p>
<p>6. The district will provide a student identification system for those students who are “gifted”/advanced learners.</p>
<p>7. Work with the Administrative Team to develop a rich reward system that honors diversity in achievements. Administrators will need to employ imagination in devising creative ways to honor all students.</p>
<p>8. Advertise, recruit, screen, interview and eventually hire a great principal for Natick High School and Brown Elementary School.</p>

Goal Category 3: Communication

This category refers to the development of clear and effective communication methods among all stakeholders. This includes improving access to information, increased quantity of communications, the use of varied channels of communication and the establishment of norms for respectful conversation. In addition to complying with all regulations and delivering the educational program.

Goal
1. Develop the Budget for FY 2011. Continually update the School Committee on the FY 10 budget.
2. Negotiate successor agreement with EAN and all administrator contracts that are expiring.
3. Improve district wide communications by continuing the district newsletter, updating the district web site, and increased presentations. Principals will continue weekly listserv announcements. Teachers will create web pages. Utilizing IPass, teachers in grades 6-12 will post grades and teachers in grades K – 4 will report on student progress.
4. Provide a report to the School Committee summarizing how our new technology has impacted teaching and learning (Ipass, New Email System, Web Pages, etc.).
5. Ensure that the planning process for the new high school building is transparent. Work with the School Committee to inform all relevant town agencies and the voters of Natick about the need for and planning for new high school building. As project leader,

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provide effective leadership for the high school project by creating and implementing a planning, oversight, approval and construction process that will result in a building that offers the greatest possible value to the citizens of Natick and that will serve the students of Natick well for the foreseeable future.

6. Clearly communicate the district goals so that all School Improvement Plans and individual teachers plans are connected.

**The Big 3 of the Natick Public Schools
Moving from Good to Great**

1. Implement, with expectations, a Writing Across the Curriculum program to provide increased opportunities to reinforce writing skills and content understanding in all academic areas. All grade levels will have a guaranteed and viable writing curriculum along with expectations centered on quantity and quality.

2. Develop a long-range educational plan for technology that includes but not limited to the implementation of 1 - 1 Learning. The plan will include a comprehensive professional development program for our staff. Principals will address the inclusion of technology as an enhancer of student achievement in their School Improvement Plans. (Plans include on-line courses, NovaNet, Moodle, VHS, etc.) A common technology experience will be developed for each grade level 1 – 8.

3. Provide leadership training for the Administrative Team centered on Professional Learning Communities. For FY 10 we will focus on developing a PLC for each grade level/department. Administrators will set the following expectations for each PLC:
 - A. All teachers will be organized into some sort of collaborative team.

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- B. Each team will clarify what each student is expected to learn - the essential knowledge, skills, and dispositions - of each course/subject, unit-by-unit
- C. Each teacher will monitor each student's learning on a timely basis through the use of frequent, formative, common assessments.
- D. Each team/teacher/administrator will create systems to ensure students receive additional time and support if they are not learning.
- E. Each team/teacher/administrator will create systems to ensure students receive additional time and support if they are learning above expectations.
- F. Each team will identify effective instructional strategies as a result of analyzing data
- G. Each team will decide on how to use technology to support education.