

**NANTUCKET PUBLIC SCHOOLS  
2019-20 GOALS FOR SCHOOL COMMITTEE  
Approved September 17, 2019**

**Goal 1: Leadership and Governance:** The Nantucket School Committee establish, implement, and continuously evaluate the effectiveness of policies and procedures that are standards-based, driven by student achievement data, and designed to promote continuous improvement of instructional practice and high achievement for all students. Leadership decisions and actions related to the attainment of district and school goals are routinely communicated to the community and promote the public confidence, community support, and financial commitment needed to achieve high performance by students and staff.

<b>OBJECTIVES:</b>	<b>INDICATORS OF SUCCESS</b>	<b>EVIDENCE:</b>
<b>I. Focused School Committee Governance</b>	<ul style="list-style-type: none"> <li>i. School Committee members are informed and knowledgeable about their roles and responsibilities as enumerated in State and Federal Laws and Regulations.</li> <li>ii. School Committee members will come to meetings prepared, having carefully reviewed their packets and asked clarifying questions prior to the meeting if possible.</li> <li>iii. In their policy-making and decision-making they are guided by improvement plan goals and informed by student achievement data and other educationally relevant data.</li> <li>iv. Together with the superintendent, the School Committee creates a culture of collaboration and develops contracts and agreements which encourage all stakeholders to work together to support higher levels of student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>a) Proof of attendance at MASC orientation;</li> <li>b) Attendance at School Committee meetings;</li> <li>c) Participation in professional development activities;</li> <li>d) Participation in School Committee retreats;</li> <li>e) Policies are consistently reviewed and updated by SC Policy sub-committee;</li> <li>f) Completion of the annual self-evaluation;</li> <li>g) School Committee agendas/minutes; and</li> <li>h) Attendance at school functions</li> </ul>
<b>II. Effective District and School Leadership:</b>	<ul style="list-style-type: none"> <li>i. The School Committee promotes a culture of transparency, accountability, public confidence, collaboration, and joint responsibility for student learning within the district and broader community.</li> <li>ii. The School Committee effectively delegates educational and operational leadership to the superintendent, district and school administration and annually assesses their performance in their roles based on the goals in the district and school improvement plans, MCAS results, and other relevant data.</li> <li>iii. At the direction of the School Committee, the district takes action to attract, develop, and retain an effective school leadership team that obtains staff commitment to improving student learning and implements a well-designed strategy for accomplishing a clearly defined mission and set of goals.</li> <li>iv. The School Committee understands and follows the Chain of Command, re-directing constituents when and where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>a) Attendance at school functions;</li> <li>b) Surveys of the administration and community;</li> <li>c) Completion of annual evaluation of the Superintendent;</li> <li>d) Review of completed annual evaluations of all school and district administrators; and</li> <li>e) Participation in interviews for school and central office administrators</li> </ul>

<p><b>III. District and School Improvement Planning:</b></p>	<p>The School Committee ensures that:</p> <ul style="list-style-type: none"> <li>i. the district has a well-articulated vision, mission, goals, and priorities for action.</li> <li>ii. Performance goals for students and analysis of student achievement data drive the development, implementation, and modification of educational programs.</li> <li>iii. Each school uses an approved School Improvement Plan that is aligned with the district’s plan and based on an analysis of student achievement data.</li> <li>iv. District and school plans are developed and refined through a process that includes input from staff, families, and partners on district goals, initiatives, policies, and programs.</li> </ul>	<ul style="list-style-type: none"> <li>a) Review of the completed vision, mission, goals, and priorities for action that are outlined in a District Improvement Plan;</li> <li>b) Approved School Improvement Plans that include measures of student achievement and growth; and</li> <li>c) Presentations to the Committee by building administrators and program directors. on the extent of the attainment of the goals in the plans, particularly regarding student achievement</li> </ul>
<p><b>IV. Educationally Sound Budget Development:</b></p>	<p>The School Committee ensures that</p> <ul style="list-style-type: none"> <li>i. The community annually provides a district budget which is adequate to provide for effective instructional practices and adequate operational resources.</li> <li>ii. The district’s budget is developed through an open, participatory process.</li> <li>iii. The budget provides accurate information on all fund sources, as well as budgetary history and trends.</li> <li>iv. The district implements an effective system to monitor special revenue funds, revolving accounts, and the fees related to them to ensure that they are managed efficiently and used effectively for the purposes intended and to advance the district’s improvement plan.</li> <li>v. The district competitively procures independent financial auditing services regularly, sharing the results of these audits and consistently implementing their recommendations.</li> <li>vi. The district has a long-term capital plan that clearly and accurately reflects future capital development and improvement needs, including the need for educational and program facilities of adequate size.</li> </ul>	<ul style="list-style-type: none"> <li>a) Regular, timely, accurate, and complete financial reports are made to the school committee, appropriate administrators and staff, and the public;</li> <li>b) The completed budget is clear, current and comprehensive;</li> <li>c) Finance Director will present quarterly reports that accurately track district finances, using forecast mechanisms and control procedures to ensure that spending is within budget limits;</li> <li>d) A completed audit report will be presented to the School Committee annually; and</li> <li>e) The Director of Facilities shall annually present the district’s ten-year Capital Plan and the requests for the coming fiscal year and update the Committee on progress to date.</li> </ul>

**Goal Two: Student Support:** The School Committee shall ensure that the district provides quality programs that are comprehensive, accessible and rigorous for all students. Student academic support services and district discipline and behavior practices address the needs of all students; and the district is effective in maintaining high rates of attendance for students and staff and retains the participation of students through graduation.

STRATEGIES	INDICATORS FOR SUCCESS	EVIDENCE
<p><b>I. Academic Support:</b></p>	<ul style="list-style-type: none"> <li>i. The School Committee supports district efforts to provide an effective system for identifying <u>all</u> students who are not performing at grade level.</li> <li>ii. The School Committee ensures that each school will provide additional support for individualized instruction through: early detection; tiered instruction; a data-driven approach to prevention; and support for all students, including those who experience learning and/or behavioral challenges.</li> </ul>	<ul style="list-style-type: none"> <li>a) Review and approval of completed School Improvement Plans;</li> <li>b) District policies, procedures, and practices promoting high student achievement; and</li> <li>c) Presentations and reports by district program personnel</li> </ul>
<p><b>II. Access and Equity:</b></p>	<p>The School Committee will ensure that:</p> <ul style="list-style-type: none"> <li>i. district and school staff members work to close proficiency gaps by using aggregated and disaggregated data on student participation and achievement to adjust policies and practices and to provide additional programs or supports.</li> <li>ii. Inclusive classrooms and programs that use an integrated services model minimize separation of special populations from the mainstream of school activity.</li> <li>iii. The district and its schools work to promote equity through such means as increasing the proportion of underrepresented subgroups in advanced and accelerated programs.</li> <li>iv. Pathways exist for all students to be prepared for post-secondary education and career opportunities upon graduation.</li> </ul>	<ul style="list-style-type: none"> <li>a) Presentations to the School Committee by central and building administrators reviewing student performance data on statewide assessments (MCAS, ACCESS, SAT, Advanced Placement);</li> <li>b) Annual Presentation by Student Services Director and Director of ELL Services; and</li> <li>c) Annual Presentations by Counseling department.</li> </ul>
<p><b>III. Educational Continuity and Student Participation:</b></p>	<p>The School Committee shall promote:</p> <ul style="list-style-type: none"> <li>i. a school culture that emphasizes positive student behaviors using consistent discipline practices and effective classroom management.</li> <li>ii. District and school policies and practices that monitor, report and act upon student attendance;</li> <li>iii. efforts to make effective transitions for all students from one school, grade level, or program to another; entering students are promptly placed in educationally appropriate settings.</li> <li>iv. Fair and equitable practices to reduce suspensions, exclusions, and other discipline referrals.</li> <li>v. Policies and practices to reduce or minimize the dropout rate, and the district has practices to return dropouts to an educationally appropriate placement.</li> </ul>	<ul style="list-style-type: none"> <li>a) Completion of policies and procedures specific to student attendance and absenteeism;</li> <li>b) Presentations to the School Committee on student and staff attendance;</li> <li>c) A comprehensive protocol for central registration;</li> <li>d) Presentations by building administrators including suspension, discipline and dropout data.</li> </ul>



**Goal Three: Human Resources and Professional Development:** The School Committee shall ensure that the district identifies, attracts, and recruits effective personnel, and structures its environment to support, develop, improve, promote, and retain qualified and effective professional staff who are successful in advancing achievement for all students.

STRATEGIES	INDICATORS FOR SUCCESS	EVIDENCE
<p><b>I. Staff Recruitment, Selection, and Assignment</b></p>	<p>The School Committee will ensure that:</p> <ul style="list-style-type: none"> <li>i. The district has policies and practices to secure candidates who are committed and qualified to meet student needs, contribute to a professional learning community, and in the case of teachers, provide high quality instruction in their content area.</li> <li>ii. The district works to attract quality candidates by appropriately compensating staff and by developing varied incentives and other strategies for recruiting and ensuring a diverse pool of high-quality candidates in hard-to-staff positions.</li> <li>iii. The district places a high priority on retaining and maximizing the impact of effective professional staff by providing new roles and opportunities for growth and a career ladder.</li> <li>iv. The district assists incoming teachers and administrators in acquiring adequate and affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>a) School Committee agenda and minutes highlighting hiring updates;</li> <li>b) Annual updates of Professional Teacher Status (PTS);</li> <li>c) School Committee participation in collective bargaining process;</li> <li>d) District policies are created and/or revised as needed</li> </ul>
<p><b>II. Supervision and Evaluation:</b></p>	<p>The School Committee will direct the administration to ensure that:</p> <ul style="list-style-type: none"> <li>i. The district’s evaluation procedure for teachers’ performance is aligned to the supervision process, incorporates multiple sources of data including student achievement results, is effectively implemented by trained administrators, and fulfills the requirements of state law and regulation.</li> <li>ii. The district promotes a culture of growth-oriented supervision through a combination of formal evaluations and ongoing, informal instructional feedback.</li> <li>iii. The district’s evaluation procedure for administrators’ performance meets the requirements of state law and regulation and is informative, instructive, and used to promote individual growth and overall effectiveness.</li> <li>iv. Compensation and continued employment for administrators are linked to evidence of effectiveness, as assessed by improvement in student performance and other qualitative and quantitative school data.</li> </ul>	<ul style="list-style-type: none"> <li>a) Annual updates to the School Committee of educator (teacher, teaching assistant and administrators) evaluation;</li> <li>b) Collective bargaining process;</li> </ul>
<p><b>III. Professional Development:</b></p>	<p>The School Committee will direct the administration to ensure that:</p> <ul style="list-style-type: none"> <li>i. District and school organization, culture and structures create a climate conducive to adult learning through effective communication, ongoing professional improvement and joint responsibility for student learning.</li> <li>ii. the district maintains a strong commitment to creating and sustaining a professional development program that supports educators at all stages in their careers, including induction and mentoring of new hires.</li> <li>iii. professional development programs and services are based on district priorities, information about staff needs, student achievement data, and assessments of instructional practices and programs at each school.</li> </ul>	<ul style="list-style-type: none"> <li>a) Approval of District Improvement and School Improvement Plans;</li> <li>b) Presentation of Professional Development calendar; and</li> <li>c) Annual report on certification of professional staff.</li> </ul>

**Goal Four: Curriculum, Instruction & Assessment:** The School Committee shall ensure that the curricula and instructional practices in the district are developed and implemented to attain high levels of achievement for all students and that they are aligned with the state curriculum frameworks and revised to promote higher levels of student achievement. They shall also ensure that the district and school leadership use student assessment results, local benchmarks, and other pertinent data to advance student learning and inform all aspects of its decision-making including: policy development and implementation, instructional programs, assessment practices, procedures, and supervision.

STRATEGIES	INDICATORS FOR SUCCESS	EVIDENCE
<p><b>I. Aligned, Consistently Delivered, and Continuously Improving Curriculum:</b></p>	<p>The School Committee will direct administration to ensure that:</p> <ul style="list-style-type: none"> <li>i. each school’s taught curricula a) are aligned to state curriculum frameworks and to the MCAS performance level descriptions, and b) are also aligned vertically (between grades) and horizontally (across classrooms at the same grade level and across sections of the same course).</li> <li>ii. the district has an established, documented process for the regular and timely review and revision of curricula based on valid research, the analysis of MCAS results and other assessments, and input from professional staff.</li> </ul>	<ul style="list-style-type: none"> <li>a) School Committee agenda and minutes highlighting assessment data analysis;</li> <li>b) Annual report by Superintendent and Curriculum Director.</li> </ul>
<p><b>II. Strong Instructional Leadership and Effective Instruction:</b></p>	<p>The School Committee will direct administration to ensure that:</p> <ul style="list-style-type: none"> <li>i. Instructional practices are based on high expectations for all students and include use of appropriate research-based programs.</li> <li>i. Instruction focuses on effective planning detailing clear objectives, uses appropriate educational materials, and includes: a) a range of strategies, technologies, and supplemental materials aligned with students’ developmental levels and learning needs; b) instructional practices and activities that build a respectful climate and enable students to assume increasing responsibility for their own learning; and c) use of class time that maximizes student learning.</li> <li>ii. District and school leaders address instructional needs and strengths that are identified through active monitoring of instruction and ongoing use of formative and summative student assessment data to guide instruction and determine individual remedial and enrichment requirements.</li> </ul>	<ul style="list-style-type: none"> <li>a) School Improvement Plans;</li> <li>b) Data presentations to the School Committee detailing student achievement and staff growth.</li> </ul>
<p><b>III. Sufficient Instructional Time:</b></p>	<p>The School Committee will direct administration to ensure that:</p> <ul style="list-style-type: none"> <li>i. The district allocates sufficient instructional time for all students in core content areas. The allocation of time is based on analyses of student achievement data and focused on improving proficiency.</li> </ul>	<ul style="list-style-type: none"> <li>a) Presentations to the School Committee</li> </ul>