

Nantucket Public Schools

School Committee
Meeting Agenda
Wednesday, August 11th, 2010
Nantucket High School Library

3:30PM Meeting

The Committee will open in regular session then move to District and Superintendent Goals Workshop.

- I. Call to Order
- II. Welcome and approval of agenda

*** The public may make comments after each agenda item

- III. Presentations and discussions of issues of interest to the Committee
- IV. Comments from the Public
- V. Committee discussion and votes to be taken
 - a) Transfers and Invoices
- VII. Sub-Committee, Liaison Reports & Acknowledgement
- VIII. Approval of Minutes: July 20th, 2010
- IX. On the Horizon
- X. Agenda for the next meetings:
 - a) September 7th, 2010

**3:40PM Workshop:
Superintendent and District Goals**

The Committee will adjourn and reconvene in an Executive Session for the purposes of discussing litigation strategy.

5:00PM Executive Session

This agenda does not guarantee that all items will be discussed. Additional items may be included at the meeting.

August 5th, 2010

NANTUCKET PUBLIC SCHOOLS
SUPERINTENDENT'S ENTRY PLAN

W. MICHAEL COZORT
SUPERINTENDENT OF SCHOOLS

REPORT TO THE NANTUCKET SCHOOL COMMITTEE

AUGUST 11, 2010

The purpose of this entry plan is to assist me in developing a comprehensive and reliable picture of the Nantucket Public Schools, including its programs and practices, as well as the students, staff and community stakeholders. The information gleaned from conversations with key stakeholders and my observations of the system will be used to assist me in short-term and long-term planning and decision making.

My plan will consist of visitations to the system over six days, prior to my official start on July 1, 2010. During these visits, I will conduct interviews with various individuals and groups, as well as a thorough review of documents and reports, in an effort to develop an understanding of the system and provide a baseline for future goals, objectives and activities. I intend to ask questions, listen and observe in an attempt to hit the ground running on my first official day. The three essential questions that I shall explore are:

1. Where are we?
2. Where do we need to go?
3. How will we get there?

It is my intent to present a report of my findings to the Nantucket School Committee and the community in December, 2010. These findings will also include my recommendations for future actions.

General Goals

- To get to know the school system and its people as fully as possible, in a brief period of time, and better understand the culture, core values and beliefs which define the Nantucket Public Schools;
- To establish a presence in the district and the community to inspire confidence across all constituencies;
- To examine key issues in the school system's past, in order to make sense of how such issues are handled and to identify the norms which affect how the organization may function in the future;
- To identify the tasks which need to be done and to rank them in order of priority; and
- To establish how these tasks should be accomplished.

Specific Objectives

- To examine the ground rules and procedures which have governed how the School Committee has conducted business in the past.
- To develop with the School Committee a set of ground rules and procedures that will govern how we operate in the future.
- To determine the issues on which the Committee believes we should concentrate in the next year and then to ask the Committee to rank these in priority order.
- To develop charts of the predictable tasks on which the Central Office and School Committee will work in the next year. The chart will not only list what has to be done, but also describe how it is to be done.
- To determine the issues which District and School leadership face in their work next year.
- To determine the norms, procedures, and processes which govern how each of the tasks of the District and School leadership is accomplished.
- To determine what the keys issues are at the building level.
- To clarify the role and responsibilities of Principals and how they coordinate with Central Office administration, as well as how the work of building leaders can best be supported.
- To develop a short-term plan for the predictable tasks which District and School leadership will undertake in the coming year. This plan will describe not only what has to be done, but how (the steps in the process, the time frame, and the roles/responsibilities).
- To determine what the key issues are for other stakeholders.
- To develop a strategic plan which will serve as a blueprint to guide the allocation of our time, energy and resources to accomplish our goals.

Document Review:

The following documents have been part of the materials review:

- Organization Chart
- School Committee Meeting Minutes and Agendas
- Policy Manual
- NEASC Accreditation Reports
- Strategic Plan
- School Improvement Plans
- Collective Bargaining Agreements and Grievances
- Pending Litigation
- Budget Documents (FY10 & FY11)
- Most recent Financial Audit

- Administrator Job Descriptions and Evaluations
- Teacher Evaluation Process and Products
- Curriculum Guides
- Handbooks and Promotional Brochures
- Annual Town Report
- School Reports
- Program Evaluations and Forms
- Special Education Appeals, Hearings and Decisions
- School Committee Goals
- Town Financial Plan
- Capital Improvement Plan and Policies
- Special Education Task Force Reports

Interviews

The following individuals were interviewed as part of my entry plan:

April - June, 2010

- *School Committee Members* (individual interviews) – Jenny Garneau, Chairperson; Melissa Bonvini Murphy, Vice Chairperson; Dr. Tim Lepore; Helene Blair; Robin Harvey
- *Senior Administrative Team* (individual interviews) – Glenn Field, Assistant Superintendent for Business; Nina Locario, Director of Student Services; Karen McGonigle, Director of Technology; Mike Horton, District Data Coordinator; Chris Maury, Athletic Director; David Kanyock, Director of Facilities; Linda Peterson, Director of Food Services;
- *Principals* (individual interviews) – John Buckey, Nantucket High School; Caryl Toole, Cyrus Peirce School; Joe Aguiar, Nantucket Elementary School; Associate Principals Nina Slade and Krista Connelly
- *Town Administration* (individual interviews) – Elizabeth Gibson, Town Manager and Gregg Tivnan, Assistant Town Manager; William Pittman, Police Chief
- *Director of Nantucket Community School*, Pauline Proch
- *Nantucket Teacher's Association Officials* – John MacGuinness, President
- *Elementary School Teachers* (group interview)
- *Middle School Teachers* (group interview)
- *High School Teachers* (group interview)

July-August, 2010

- *Linda Peterson, Food Services Director*
- *Peter Swenson, Executive Director of Family and Child Services*
- *Nancy Rappaport - Employee Assistance Program provider*
- *Curriculum Coordinators* (small group interviews)
- *Friends of Nantucket Public Schools (FONPS) – Seanda Bartlett, President*
- *Central Office Staff* (group meeting)

- *Administrative Team (team meetings)*
- *Town Selectmen (introduction only)*
- *School Council Chairpersons (group interview)*
- *Special Education Parent Advisory Council (group interview)*
- *Bob and Suzanne Wright, Autism Speaks*
- *Phyllis McInerney – Executive Director Boys and Girls Club*
- *Rotary Club - presentation*
- *Other Town Government Officials (individual interviews) –*
- *Private School Representatives (group interview)*
- *Town of Nantucket Finance Committee (group interview)*

September, 2010

- *Student Leaders (small group interviews, followed by individual)*
- *Teachers @ each building (individual interviews)*
- *School Council members*
- *Community Open Forum @ each school (group interaction)*
- *Parent Coffee*
- *Custodians (group interview)*
- *Cafeteria Employees (group interview)*
- *Building Clerical Staff (group interview)*

ADMINISTRATIVE TEAM

INDIVIDUAL INTERVIEW QUESTIONS

Name: _____ Date: _____

- Please give me a brief autobiographical sketch of yourself.
- What are the students like in Nantucket?
- Which tasks are your responsibilities alone? Which tasks do you share with others in central administration and/or in buildings? How does the overlapping of responsibilities occur? Are there areas where role responsibility is unclear?
- What are the strengths and the weaknesses of the Principals and building (or Central Office Administration) leadership? of the teaching staff? of the School Committee?
- What are the key issues for your own work in the school system? Why is each important? Which issues need immediate attention? Can you rank these issues in priority order?
- What is the school system's key issue – it might be different from your own – in the next few months? What should I know about this issue? When should it be resolved?
- What network of people in the schools and/or the community try to influence school issues? What do the members of each network share in common?

- Describe a moment when the school system was in great conflict. How did the conflict arise? What people played roles in it, and how did they react under pressure? How was the stress resolved? How should it have been handled and resolved?
- Describe a very difficult decision you had to make. What was the issue? Why was it important? How did you reach a decision? What did others think? How would you do it differently now?
- What are you most proud of in the Nantucket Public Schools? What do you want to preserve most in Nantucket's schools?
- Describe the process you employ to develop your school improvement plan. From where do the goals and objectives evolve? How far into the future do you plan? With whom do you consult on the plan's development?
- Describe how decisions are made in your building.
- What leadership has the Superintendent provided to the schools in the past? What do you wish he would provide in the future?
- As you think about how the Senior Cabinet (or principals) operates as a group, what (if anything) frustrates you?
- How would you change the organizational structure of the school system? Why?



W. MICHAEL COZORT
SUPERINTENDENT

NANTUCKET PUBLIC SCHOOLS

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To: Nantucket Public Schools School Committee
From: W. Michael Cozort, Superintendent of Schools
Date: August 11, 2010
Re: Goal Setting

Based on the interviews and observations outlined in my Entry Plan, I have set forth below some goals that I would think appropriate for my work as your Superintendent. Thank you for considering these as you gather your collective thoughts.

1. The Superintendent will communicate effectively with the School Committee, administrative team, the central office staff and the school community.

- The Superintendent will keep the School Committee informed of district issues and events;
- The Superintendent will provide the School Committee with the necessary information to make informed decisions;
- The Superintendent will promote teamwork and collaboration among the administrative team;
- The Superintendent will articulate high expectations for the performance of the administrative team and will evaluate each member ensuring that they meet those standards;
- The Superintendent will be visible and accessible in the schools and throughout the community;
- The Superintendent will initiate a strategic planning initiative which will reflect what the community expects our graduates will know and be able to do. It will provide a blueprint for the next five years, guiding the allocation of our time, energy and resources to accomplish our goals;

2. The Superintendent will demonstrate expertise as an instructional leader of the Nantucket Public Schools.

- The Superintendent will keep abreast of trends and developments in curriculum, instruction and assessment;
- The Superintendent will monitor and assess the effectiveness of instruction to ensure that improved student achievement is the driving force of our practices. NPS shall commit to effective and meaningful supervision and evaluation that is aimed at the improvement of instruction and/or performance in all staff, including administrators, teachers and support staff;

The mission of the Nantucket Public Schools is to engage students in a process of learning and discovery that cultivates their unique strengths and talents, meets their diverse educational needs, and promotes social responsibility.

AN EQUAL OPPORTUNITY EMPLOYER

3. The Superintendent will improve the central office systems and functions.

- Practices and procedures will be implemented that will improve our efficiency and our response time for all of our constituencies;
- Office staff will be reorganized in such a manner as to maximize the strengths of each individual while providing cross training that protects the efficiency and integrity of office operations;
- **The Superintendent shall, in collaboration with the Assistant Superintendent for Business, ensure sound fiscal management of the school system's resources.**
- The Superintendent shall administer and monitor the appropriate and effective use of its financial resources;
- The Superintendent shall ensure that all stakeholders will have an opportunity to provide input in the budget development process, and that said process shall be transparent to the community at-large;
- Expenditures shall be consistent with appropriations;

These goals go hand-in-hand, of course, with a profusion of routine tasks that would be outlined in a job description and might be used as the basis for an evaluative tool.

ON THE HORIZON

08/05/10

July Nantucket High School	August Nantucket High School	September Nantucket High School	October Nantucket High School
Administrative Turnover	District Goals	School Improvement Plans	Tri-Council Meeting w/ MASC
	Superintendent's Goals	Budget Planning Calendar	ESL Update
District Report Card	School Handbooks??	National Standards Discussion	
	Capital Projects	Policies A-D	Policies E-H
Advanced Placement Results		Public Participation at SC	
		MCAS Results	NES Corrective Action
	August 30 – New Teachers		
	August 31 – 1 st day for staff	Begin Negotiations w/ NTA	

November Nantucket High School	December Nantucket High School	January Nantucket High School	February Nantucket High School
Technology Plan	Superintendent's 6-month review		
Policies I-K		2011-2012 School Calendar	
Youth Risk Behavior Survey Results			

March Nantucket High School	April Nantucket High School	May Nantucket High School	June Nantucket High School
		Food Service Annual Report	Wellness Committee Update
Review of Superintendent	Annual Technology Report		
			Academic Awards
			Graduation/Baccalaureate
			End of Year Celebration

Parking Lot:

- 1) DESE Accountability Review
- 2)

ON THE HORIZON

08/05/10

July Belmont Middle School	August Canterbury Elementary	September Belmont High School	October Canterbury Elementary
Board Strategic Planning	AYP Results	PTO Leadership	PTO Leadership
Capital Improvement Plan Report	Finance Committee Report – Budget Development Process and Parameters	Meet w/ Belmont Town Officials - September	Meet w/ Canterbury Town Officials - October
School Board Internal Policy	Activity Account Changes	Annual Technology Report	Budget Development - Parameters
Student Handbooks	Buildings & Grounds Report	School Board Internal Policy	Curriculum Dev. - Math
Fall Sports Coach Nominations	Instructional Time Schedule	Annual Special Ed Report	School Board Internal Policy
	Dropout Prevention	ESOL Update	Student/Club Presentation
	Food Service Annual Report	Home Schooling Report	Annual Guidance Report
		Private School Report	Winter Sports Coaches

November Belmont Elementary School	December Canterbury Elementary	January Belmont Middle School	February Canterbury Elementary
Budget Development	Budget Development	Budget Development	Public Hearing Preparation
BHS Booster Club	Calendar for 2008-2009	Report on Alternative Ed	District Mtg Preparation
Curriculum Dev. - Science	Curriculum Dev. – Lang Arts	Curriculum Dev. – Soc. Stud.	Student/Club Presentation
School Board Internal Policy	Demographic Study	Driver's Ed Contract	Evaluation of Superintendent
Student/Club Presentation	Student/Club Presentation		NECAP Results
District Report Card	PTO Leadership		Curriculum Dev. – Arts

March Belmont High School	April Canterbury Elementary	May Belmont Elementary	June Canterbury Elementary
Debrief from Annual Mtg	Committee Assignments	NHSBA Resolutions	Student Yearbooks
Swear in new officers	Huot & Winni Reports	Gifted/Talented Report	Strategic Plan Update
Elect Chair, vice-chair	Reaffirm Bd Vision Statement	Buildings & Grounds Report	Wellness Reports
Letter to new student rep	Dropout Data	School Resource Officer Report	Appoint Clerk and Treasurer
SAP Report/YRBS Data	Evaluation of Administration		Report on Athletics
Alternative Ed Update			
Spring Sports Coaches			
Evaluation of Teaching Staff			