

Superintendent's Goals 2021-22

Dr. Elizabeth C. Homan, Superintendent



Agenda



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- Overview
 - Progress on District Improvement and Professional Learning Goals
 - Data and Evidence to Expect in January
 - Plan for Providing Feedback (Committee)

Overview: Selected Focus Indicators



Descriptions of Practice aligned with each of these indicators can be found in the [Massachusetts Superintendent and District Administrator Rubric](#)

Standard I: Instructional Leadership

I-E-1. Data-Informed Decision Making

I-E-2. Plans and Goals

Standard II: Management and Operations

II-A-3. Student Health and Safety

II-C-2. Time for Collaboration

II-E-1. Fiscal Systems

Standard III: Family and Community Engagement

III-C-1. Culturally Proficient Communication

III-B-2. Family Support

Standard IV: Professional Culture

IV-B-1. Policies and Practices

IV-F-2. Consensus Building

Overview: District Improvement Goals



Build a Collaborative and Equity-Focused Leadership Culture

In order to support:

- Time for leaders from different roles to learn together and calibrate expectations;
- Support in basing decision-making on student-level data and experiences



District Improvement Goal 1

Improve and Streamline Transparency, Family Engagement, and Communication

In order to support:

- Processes that include multiple and diverse voices and perspectives;
- Resources and communications that are clear, timely, and easy to access.



District Improvement Goal 2

Ensure a Safe and Supportive Pandemic Return and Recovery

In order to support:

- A reduction in the number of students who experience learning disruptions as a direct or indirect result of the COVID-19 pandemic;
- A successful and supportive post-pandemic experience for our students and families.



District Improvement Goal 3

Goal 1: District Improvement

In the 2021-22 school year, the superintendent will work with school and district leaders to model and develop data-informed collaborative leadership practices focused on addressing the learning impacts of the pandemic and building a common understanding of equity.

Key Actions	Progress	Formative Evidence & Outcomes
Develop and implement a Leader Learning Plan and revised meeting structure to include classroom walkthroughs and calibration of expectations for equitable instruction across the district	IN PROGRESS	<ul style="list-style-type: none">• Materials from Admin Learning Sessions• Feedback from Leader Learning sessions and walkthroughs
Support school principals in development and sharing of student-centered and data-informed school improvement plans	COMPLETED	<ul style="list-style-type: none">• School Improvement Plans and Presentations to School Committee• Preliminary academic results from interim/progress monitoring at the elementary level
Allocate resources to accelerate efforts to improve equity, expand anti-racist teaching practices, and provide excellent and inclusive school experiences for all students	IN PROGRESS	<ul style="list-style-type: none">• Budget Process & ESSER III Materials• Panorama Response Rates

Goal 2: District Improvement

In the 2021-22 school year, the superintendent will work inclusively to build a comprehensive understanding of the culture of the district, to increase transparency and accessibility for all stakeholders, and to set a multi-year strategic path forward for the Arlington Public Schools

Key Actions	Progress	Formative Evidence & Outcomes
Complete Entry Plan Activities and Present Entry Plan Findings Report	IN PROGRESS	<ul style="list-style-type: none">• Entry Plan Report to School Committee
Expand access to district and school information through enhancement of communications processes and systems	IN PROGRESS	<ul style="list-style-type: none">• Communications artifacts and statistics
Convene a diverse team of stakeholders from across Arlington to engage in an inclusive, data-informed, and values-driven strategic planning process	IN PROGRESS	<ul style="list-style-type: none">• Artifacts to support progress on multi-year strategic plan (District Improvement Plan) for the Arlington Public Schools

Goal 3: District Improvement

In the 2021-22 school year, the superintendent will ensure a safe and supportive return to full-time, in-person instruction by implementing the operations, systems, and resources necessary to minimize absenteeism, quarantining, and other learning disruptions.

Key Actions	Progress	Formative Evidence & Outcomes
Implement Pandemic Recovery Plan policies and procedures, with the goal of keeping as many students in school as possible	IN PROGRESS	<ul style="list-style-type: none">• APS Pandemic Recovery Plan• Absenteeism Rates Sept-Dec
Ensure the necessary resources are available to support routine COVID-19 pooled testing and test-and-stay protocols	COMPLETED	<ul style="list-style-type: none">• APS COVID-19 Data on pooled testing participation, vaccination, and case rates
Ensure safe, well-maintained, and fully-staffed facilities and programs that provide adequate ventilation and space for equitable access to programming for all students.	IN PROGRESS	<ul style="list-style-type: none">• Evidence of proactive planning for facilities improvements to support eventual long-range plan for ongoing facilities improvement and capacity

Goal 4: Professional Practice

In the 2021-22 school year, the superintendent will participate in the New Superintendent's Induction Program and other leadership learning opportunities to develop skills in strategy development, data analysis, and instructional leadership and to share those skills with the leadership team.

Key Actions	Progress	Formative Outcomes and Evidence
Attend all convenings of NSIP and DLD	IN PROGRESS	<ul style="list-style-type: none">Artifacts from attendance at NSIP and DLD, among other learning opportunities
Complete all Assignments and Tasks	IN PROGRESS	<ul style="list-style-type: none">Examples of tasks completed by leadership team(s)Feedback from leadership team(s)
Meet with assigned coach at least every other week and integrate feedback from coach observations into practice	IN PROGRESS	<ul style="list-style-type: none">Reflection Memo on Professional Practice Goal

Committee: Formative Assessment Plan



How will evidence be submitted by the Superintendent to Committee?

How will formative feedback be provided to the Superintendent in alignment with selected focus indicators?

Any other comments or questions.