

Formative Assessment

Progress Toward Goals

Describe current level of progress and feedback for improvement.

Goal 1: Build a Collaborative and Equity-Focused Leadership Culture

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.

I reviewed the materials Dr. Homan submitted. The two-day August Leadership Workshop seemed to set the tone for the 2021-22 school year. Dr. Homan asked staff to read “Schooltalk: Rethinking What We Say About and To Students Every Day,” which is a leading publication on equity in education. The climate and culture surveys were bold steps. It takes courage for a leader to ask her staff to what extent they feel engaged at work, for example. The budget kickoff memo to staff was clear; my sense is that the Supt. inherited a good process. I also applaud the presentation of school improvement plans to the School Committee. This is something we have not seen in many years. An area of growth, I think, is explaining the focus on equity to the community, and explaining how it can benefit learners of all levels.

Goal 2: Improve and Streamline Transparency, Family Engagement, and Communication

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.

Dr. Homan began with a very solid, detailed entry plan. The weekly communications to APS families have been excellent and nicely personalized. I reviewed the grant proposal to AEF to support the district vision and strategic planning process, and I look forward to seeing the process move forward.

Goal 3: Ensure a Safe and Supportive Pandemic Return and Recovery

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.

The Superintendent has done an outstanding job of listening to and balancing the various perspectives in the community and among the 900 or so employees of APS. The Superintendent was willing to share data of concern – increasing absence rates tied to COVID-19 incidence rates, including rates by school. I applaud her focus on making sure kids were safe and in school, in-person, learning with their peers and teachers. The Superintendent implemented testing protocols in response to rising COVID rates; she pivoted when and as necessary throughout the pandemic.

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.

The Superintendent has selected a mentor and is participating in the induction program. I reviewed the NSIP Cohort 12 October session and her reflection. I applaud the superintendent for visiting schools, talking to teachers, paying attention to instruction in each classroom she visited. I found the January 22 formative reflection notes very honest and helpful. I read the 11/5/21 consultancy notes and enjoyed Dr. Homan’s honest reflection. I manage a diverse team and have a DEI consultant to help me with this; some of Dr. Homan’s musings resonate. Again, I think a challenge is explaining this thinking to the broader community, especially at such a polarizing moment in American culture and politics.

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Performance on Standards

Describe performance and feedback for improvement.

Standard I: Instructional Leadership.

Focus Indicator(s)

I-E-1. Data-Informed Decision Making

I-E-2. Plans and Goals

Standard II: Management and Operations.

Focus Indicator(s)

II-A-3. Student Health and Safety

II-C-2. Time for Collaboration

II-E-1. Fiscal Systems

Standard III: Family and Community Engagement.

Focus Indicator(s)

III-C-1. Culturally Proficient Communication

III-B-2. Family Support

Standard IV: Professional Culture.

Focus Indicator(s)

IV-B-1. Policies and Practices

IV-F-2. Consensus Building

Evaluator: Jeff Thielman

Superintendent: Elizabeth C. Homan



February 27, 2022

Date

Additional Feedback and Comments:

I enjoy working with Dr. Homan and believe she is doing an excellent job. She brings fresh perspective and energy to the role. Over time, she will bring positive changes to our district. An ongoing challenge will be explaining the work taking place internally to the broader community.