

## 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.

### **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.

### **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.

### **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.

Superintendent Homan's goals were very appropriate for a new superintendent, both in terms of what would be expected in any entry plan, and the context of entering Arlington in 2021. From the perspective of a school committee member, some of these goals are easier to evaluate than others.

Evidence presented by Dr. Homan demonstrated progress on all four goals. I would add that, from the perspective of a school committee member reading communications from the Superintendent, and interacting with APS staff during the past eight months:

- Communication and presentations show an improved use of data, and improved communication of data in the context of decisions to be made by the school committee. The superintendent writes of bring a common language to analysis and use of data to inform practice; this is evident in the discourse that is evident to the school committee.
- The superintendent developed an effective collaboration with the town's health department. This extraordinary coordination led us to having vaccination clinics ready and waiting for the approval of the COVID vaccine for children. The result is Arlington has one of the highest vaccination rates in the nation, and it consistently led all other communities in Massachusetts for the percentage of students vaccinated.
- The superintendent's induction has prepared her for the tasks ahead.

## Formative Assessment

### 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

The superintendent is making substantial progress toward demonstrating proficient leadership in her first year in Arlington.

**Evaluator:** Paul Schlichtman

February 27, 2021

## Formative Assessment

**Superintendent:** Elizabeth C. Homan

Date \_\_\_\_\_

### Additional Feedback and Comments:

During the interview process, I was convinced that Superintendent Homan had a tremendous depth of knowledge of curriculum, and was well-versed in the literature of best practice for district leadership. My concerns at the time of her selection were not on the basis of her knowledge, but on the ability of a new leader to handle the unexpected, and to thrive within the political structure of a town with a challenging governance structure.

At this point, Superintendent Homan is exceeding the expectations I would have had for a veteran superintendent. During the first eight months of her superintendency, she has opened the schools under revised COVID rules, collaborated with the health department to keep students and staff safe as Delta moved through the community, and showed tremendous leadership during the Omicron wave in December and January.

As a relatively young newcomer, Superintendent Homan has come into a district with a veteran staff, and has gained their respect by demonstrating a depth of knowledge and a willingness to listen. She has been decisive when firm leadership has been required, and has worked to build consensus in the context of district's goals.

Clearly, her collaborative skills were evident in the preparation of the budget. From a description of the process that led to the decision, it is evident that the superintendent has developed an excellent professional relationship with our CFO. The superintendent looked at the budget through the lens of equity, with a belief that user fees were a barrier for lower income families to participate in instrumental music and athletics. It is clear there was an iterative process that led these two leaders to arrive at a plan for eliminating the user fees. This is a stellar accomplishment that was possible only because the superintendent created an environment that is truly collaborative. As a former central office administrator, it is obvious the superintendent has created an atmosphere that is an excellent place to work, and that she understands the importance of supporting her team.

The most challenging months in the school year, for any superintendent, are ahead. The superintendent is responsible for taking the budget from development to implementation. She is responsible for setting the stage for instruction in the subsequent school year. She is responsible for attracting and retaining staff for the subsequent school year. I am optimistic Superintendent Homan will continue to meet this challenge with joy, enthusiasm, and skill.

