

Evaluation/AIP Subcommittee

Thursday, March 12, 2015
6:00 PM

School Administration Building
417 Rock Street
Fall River, MA 02720

AGENDA

- Discussion of proposed evidence for the Superintendent's evaluation
- Status of stakeholder survey
- School Committee vision statement

MINUTES

The meeting was called to order at 6:06 PM. A roll call for attendance showed that Mr. Andrade, and Mr. Maynard were present. Mr. Hart was absent.

Mr. Andrade read the Open Meeting Law.

Also present was Superintendent Mayo-Brown and a member of the press. Paula L. Soares sat in to transcribe.

Mr. Andrade noted there were three items on the agenda and went over the items. He explained he was going to take the two easiest items first. He expected that the discussion regarding the Superintendent's evaluation would take the longest time.

1. Status of stakeholder survey

Mr. Andrade informed the subcommittee that the survey is being prepared by Mike Goodman at UMass Dartmouth. He has been in contact with him and Mr. Goodman indicated that he is almost done but had a few more things he wanted to revise over the weekend. He is looking to schedule another Evaluation Subcommittee meeting prior to the Regular School Committee meeting on Monday to discuss the stakeholder survey only. Mr. Goodman will make a 15 minute presentation and be open to questions.

2. School Committee's Vision Statement

Mr. Andrade explained that he did do a draft statement but it is not cast in stone. He handed out the document to those present. He is open to any edits that anyone may have. He used the results of the School Committee survey. Members had met with the Superintendent to share their goals for the next school year and he tried to draft a vision statement based on that. The vision statement is very general and what they could expect to see down the road as an end product. Some of the statements made by School Committee members are more specific and look more like objectives. These are objectives that they would propose to put into place in order to meet the goals in the vision. He noted

that with the School Committee having met with the Superintendent to share information on their goals for the school year, three out of four of the Superintendent's goals are in sync with the proposals made by the School Committee and the fourth goal as he sees it is simply a goal that would support the other three goals.

Looking at the applicable School Committee goals or objectives; the first line pulls from the Vision Statement that he put together and the italics text are the statements made by School Committee members that he felt applied to that particular goal or vision. The number in italics indicates how many times he saw that particular statement in the School Committee submissions.

Mr. Andrade read the Vision Statement and asked if there was any discussion or comments.

Mr. Maynard thought the Vision Statement was good and going in the right direction.

Superintendent Mayo-Brown thought it was a great Vision Statement and captured the essence of her conversations with School Committee members and is phrased in a way that they are all striving for. She liked that there were "norms" in it and something that everyone can be on board with – a unifying vision.

Mr. Andrade responded that that is what he was striving for and is happy that the Superintendent's goals generally speaking are in sync to what was presented to her by individual School Committee members.

Mr. Andrade asked if there was a motion to approve for submission to the full Committee for discussion and approval.

MOTION: Mr. Maynard – Mr. Andrade: To approve the Vision Statement for submission to the full Committee for discussion and approval.

No discussion

2 were in favor

0 were opposed

1 was absent (Mr. Hart)

Motion passed

3. Discussion of proposed evidence for the Superintendent's evaluation

Mr. Andrade explained that Mrs. Panchley had emailed him some information because she had been particularly concerned about the evidence for the Superintendent's goals. She jotted down a number of thoughts on it goal by goal and he shared the handout with the group.

He continued that they should share any thoughts if they feel something is not appropriate for a benchmark or have something to add. He had looked at the goal as written to see if there was any indication of a benchmark that they could use to evaluate it first and then he looked at the key actions to have some idea of how the actions are attempted and accomplished. He also looked at Mrs. Panchley's comments.

Mr. Andrade read the first goal which stated *By September 2015, each district school that met their 2014 annual progress and performance target PPI (n=8) will sustain that target; schools that improved below their 2014 target (n=5) will meet their 2014 annual PPI target; schools that showed no change in meeting their 2014 PPI target (n=2) will improved to a target of 50 or above for their 2015 annual PPI, as established by the Massachusetts Department of Elementary and Secondary Education.*

He noted that this goal came right from DESE and he cited the key actions that were listed on the handout.

Mr. Andrade went over the benchmarks for Goal 1:

- The first item is very cut and dry and would be PPI data for each school
- Chart with dates and results of monthly principals' meeting some short term goals and professional development
- Listing of meeting dates for senior leadership and/or Office of Instruction staff every three weeks to discuss progress towards short term goals with an excerpt of discussion

Mr. Andrade asked the Superintendent if that made sense.

Superintendent Mayo-Brown asked that he repeat the second item.

Mr. Andrade repeated the second and third items and Superintendent Mayo-Brown responded that the challenge would be with the third item in that they do not take minutes in those meetings so she would need to figure out what the best way to provide evidence would be. She noted that they give them a summary of the meeting and she can give examples of the summary.

Mr. Andrade said he would change that to excerpt or summary.

Superintendent Mayo-Brown said for example, Dr. Fran Roy just did a couple of beginning capacity school visits and then sent the principals an e-mail to summarize it. They could provide examples of that.

Mr. Maynard thought that would be a good way to do it.

Mr. Andrade said that Mrs. Panchley had an item that he did not fully understand it but once clarified, it might be an item they should add. The suggestion was *District benchmark data vs. MCAS data to see if our benchmarks are a proper example of feedback given to schools*. Mr. Andrade was confused by the statement and thought she might be trying to say how the benchmarks differ from MCAS and is trying to use that as a measure of whether the feedback provided by schools was adequate.

Superintendent Mayo-Brown read the statement again to herself and was unsure as well. She wondered if she meant do the benchmarks correlate to MCAS or are they a predictor of it and noted that they are not and are not meant to be used that way.

Mr. Andrade thought they should omit that item and Mr. Maynard and Superintendent Mayo-Brown agreed.

Mr. Andrade asked if there were any modifications or additions to the items/benchmarks presented.

Superintendent Mayo-Brown said not for her but she wanted to spell out which schools are the 8, 5 and 2 and would do so prior to the next School Committee meeting so that they are all clear on that. She added that she felt that goal stood on its own in terms of them either meeting PPI or not meeting it. It is clear cut but they want to see some evidence that they did the things they said they were going to do in terms of trying to help schools meet that goal.

Mr. Andrade said that was correct.

He then read the second goal *By September 2015, in order to promote effective practice and continuous learning for principals, the superintendent will actively engage principals in developing and sharing ways to implement school improvement goals and support educator evaluation goals effectively at the school level.*

Mr. Andrade read the list of key actions for the second goal.

Mr. Maynard asked how many times she meets with Durfee currently.

Superintendent Mayo-Brown responded weekly.

Mr. Andrade then went through the benchmarks for Goal 2:

- Dates and schools where learning walks take place
 - Superintendent Mayo-Brown clarified that those occur once a month and explained that last week they were at Talbot and the month before they were at Letourneau. At Talbot the principal took feedback from all the principals and did a letter to the staff. She felt it was easy to provide evidence for.
- Dates of principals' meetings
 - Superintendent Mayo-Brown said they usually have PowerPoint presentations and can provide those from September to January. In January they switched to the learning walks.
 - Mr. Maynard asked how many meetings they have and the Superintendent responded once a month and then they have school-based visits.
- Listing of out-of-school visitations
- Listing of meetings held by the Superintendent with Durfee, Talbot, and Watson leadership
 - Superintendent Mayo-Brown said they continue to meet with Durfee weekly; Talbot they met with earlier that day and she put them on an every other week schedule and the same with Watson. They have been meeting weekly with them up until this point and have now moved them to every other week.
 - Mr. Andrade asked if things were going reasonably well and the Superintendent said yes and was part of the reason particularly at the Watson. Talbot is an innovation school so they grapple with what the district's involvement is in the school. They had been meeting with them weekly to get things set up but now feel they need to let them be an innovation school which was discussed earlier that day. They do not want to interfere with their autonomy but also want to support it.
- Listing of principal mentoring group sessions
- Excerpts from agendas or minutes highlighting a significant area
 - Superintendent Mayo-Brown asked what it should represent and Mr. Andrade responded said anything she felt might be significant.
- A sample of summative and formative evaluation on the same individual with the name blotted out
 - Mr. Andrade asked if that made any sense and Superintendent Mayo-Brown said she spoke with Mrs. Panchley about that piece trying to determine the best way to do it without violating the confidentiality of the principal. She felt even if the name was blotted out they would still be able to figure it out. The Superintendent understands Mrs. Panchley's intent which is what the Superintendent's feedback is through that process with principals. She wants to show that because she spends a lot of time on them.
 - Mr. Andrade asked if she could look at three or four different people and just take one excerpt from each so it would be more difficult to determine who the individuals are.

- Superintendent Mayo-Brown asked if they could pilot this item. She wants to do it because she wants to show the feedback that she gives to principals but she also does not want to violate their confidentiality.
- Mr. Andrade agreed and said that Mrs. Panchley had another one that he thought had more potential of violation of privacy which was *numbers on where principals and administrators are as far as exceeded expectations/met expectations* because she actually rated people there so he did not include that one.
- Superintendent Mayo-Brown said she could do that in the aggregate for all administrators including principals and cited an example. She thought with the pilot concept she did not think they would violate anyone's specific confidentiality if she said 5 principals were proficient and 5 need improvement. They could get a sense of what the performance is looking like. She said they could think a little more about that one but could do it for all administrators without violating confidentiality.
- Mr. Andrade asked if she felt they should use that or if it would be better to avoid it.
- Superintendent Mayo-Brown thought they could use it because the goal is really intended at supporting educator evaluation goals so they want to see how people are performing. She understands that Mrs. Panchley is trying to get a sense of the feedback piece and thought they could probably do it. She suggested they plan on doing it and if she felt it was going to compromise confidentiality she would go back to the Committee and let them know.
- Numbers on where principals and administrators are as far as exceeded expectations/met expectations
 - Mr. Andrade agreed and said as she goes through this and finds that something is not practical she can go back to them.
 - Mr. Maynard thought as long as she mixed the five up they would not be able to tell and Superintendent Mayo-Brown responded that DESE reports on it and they can go on their website and see the information so she did not have an issue with that. She explained it was more around the summative/formative evaluations.
 - Mr. Andrade thought if she was going to do that it may make sense to look at more than one and something that does not tip off what school is being spoken of.
 - Mr. Andrade said that Mrs. Panchley had another which was *examples of goals for different level school leaders* and Superintendent Mayo-Brown said that was completely doable.
- Examples of goals for different level school leaders

Mr. Andrade read Goal 3 *By September 2015, in collaboration with high school educators, develop and launch a redesign plan for BMC Durfee High School that better supports college and career readiness opportunities through increasing by 30% the number of students on track to meet MASS Core requirements; increasing multiple pathways including expansion of Chapter 74 programming and dual enrollment/early college options; improving Advanced Placement qualifying score rates by 10%; identification of career development activities available for students; and, utilization of Your Plan for the Future technology for middle and high school students.*

Superintendent Mayo-Brown noted that with this goal the MASS Core requirements are dependent upon the School Committee approving those as graduation requirements.

Mr. Andrade said he has only seen reference to this recently and he is not completely clear on it. He asked if they would be seeing it soon.

Superintendent Mayo-Brown said they would at the April meeting.

Mr. Andrade asked if it was new and Superintendent Mayo-Brown responded it was fairly new/out for a couple of years and the Committee has done some of it in terms of adopting a foreign language requirement. This requires four years of core content. She will get that in front of the Committee. They are trying to do it with the Program of Studies but it would also depend on other factors such as the schedule.

Mr. Maynard asked when they would see that and Superintendent Mayo-Brown responded at the April meeting.

Mr. Andrade then went over the key actions for the goal.

Superintendent Mayo-Brown noted that the guidance department wants to switch from *Your plan for the Future* to something else that has come out and she will get some more information to them.

Mr. Andrade asked if it was through the state and Superintendent Mayo-Brown responded it was.

Mr. Andrade said there was an earlier version quite a few years ago.

Superintendent Mayo-Brown said she was told it was better and more user friendly so they would like to transition to it.

Mr. Andrade went over the benchmarks:

- Listing of MASS Core requirements and comparison of numbers of students meeting requirements in 2014 and 2015 to see whether she has her 30% improvement
- Excerpts from schedule to indicate compliance with MASS Core and opportunities for multiple pathways
- Survey data from faculty
 - Superintendent Mayo-Brown said for example there was a meeting with the faculty this week to talk about a 6x6 schedule. Rebecca Cusick is sending out a survey for teachers to complete and she described the content. That would be a piece of evidence she would use to say that is how they are collaborating to collect feedback.
 - Mr. Andrade asked if 6x6 meant two semesters at 6 courses each.
 - Superintendent Mayo-Brown responded no it would be 6 periods a day on a 6 day rotation.
- Listing of school-wide professional development offerings indicating alignment with faculty and student needs
 - Superintendent Mayo-Brown explained that most of their PD has focused on guided discipline this year as well as the school-wide expectations so the PD has been delivered around that. As they launch into next year, she wants to take a look at all of the teachers' student learning goals and professional practice and start to offer PD around both but right now they are doing school wide expectations.
- Copy of face page of Chapter 74 application to know she applied; they do not need details
- Comparison of AP scores from 2014 and 2015 with dates of each test
- Report on progress of Early College option along with recommendations for the School Committee
- Listing of partners from Chamber of Commerce along with career development opportunities they provide
 - Mr. Maynard asked if the Chamber of Commerce does a lot for the schools and Superintendent Mayo-Brown said they do and they have an education committee that meets monthly. There is a recommendation for Chamber of Commerces across the state to identify key business partners that specifically work with schools around career awareness and career

activities. That is something that when she spoke with them in February they were very interested in doing and she will continue to have that conversation.

- Mr. Maynard asked how she felt about them doing it.
- Superintendent Mayo-Brown thought it was the way to connect. The high school has a career fair and a number of things and last year they brought up some of the middle school students to it but she thinks things need to occur more frequently. It is her understanding from the School Committee that they would like to see more frequent career-based activity at the middle school level and that would be the goal.
- Report on implementation of *Your Plan for the Future* (MCIS) in middle school and high school.

Mr. Andrade asked if there were any other comments and there were none.

He then proceeded to the last goal, *Goal 4 By September 2015, in order to foster a culture of collaboration toward increased student learning and educator professional growth, opportunities for shared responsibility and decision making will be expanded throughout the district supported by the District Capacity Project and other labor/management initiatives.*

Mr. Andrade read the key actions for this goal.

Mr. Maynard asked if they were doing anything for this.

Superintendent Mayo-Brown said yes and explained that the District Capacity Project is in year three. Rebecca Cusick and she started listening tours last year and the feedback from teachers was to please keep going with them and they are doing that. They have been to three schools, they have monthly teacher cabinet meetings and have started to include principals in those cabinet meetings which varies. The joint oversight committee is ongoing and was launched when the new tool came into play and the NEA team just launched in October. They are all ongoing. She felt this was the hardest goal to measure so she tried to come up with concrete actions.

Mr. Andrade said it made the benchmarks fairly easy to pinpoint and he began to list them:

- Excerpts from minutes of the District Capacity Project
- Dates and places of listening tours
- Dates of cabinet meetings and excerpts from agenda/minutes
- Excerpts from records of joint oversight committee
- Excerpts from school improvement plans showing shared responsibility
- Listing of actions taken to support Fonseca NEA team along with the survey of Fonseca staff (including newsletter)
 - Superintendent Mayo-Brown said she wanted to think that one through with them and explained that the NEA team meets monthly and they publish the results after the meeting like they do for DCP; they decide what is shared and then that goes out as a newsletter to the staff. She could do that and thought they are early in the work in terms of surveying the staff so they are trying to get staff to be a part of the change teams that they have established. It would depend on when/where in the work they would want to survey.
 - Mr. Andrade thought they would want something later/toward the end.
 - Superintendent Mayo-Brown asked if they were surveying the NEA team or the Fonseca faculty about the impact of the NEA team.
 - Mr. Andrade thought the faculty and Superintendent Mayo-Brown finished by saying specific to the impact of the team.

- Mr. Andrade agreed and asked if she would want to include items from the newsletter and the Superintendent said yes.
- Mr. Andrade said the reason for this benchmark was because one of her listed actions is *Fonseca NEA team is supported to develop school-based redesign plan* so somehow she is offering some help to that.
- Superintendent Mayo-Brown said that was correct and some of that is supporting them to come forward to the Committee with requests/supporting teacher voice. They are trying to support Fonseca from behind to help develop teacher leadership capacity. She sees it as they are sharing responsibility and they will see the same approach with Durfee when they come forward with their redesign plan. They are trying to foster the spirit of collaboration.

Mr. Andrade said that is all he had.

Mr. Maynard asked when the survey would be done.

Mr. Andrade said Mr. Goodman would be presenting it to them on Monday.

Superintendent Mayo-Brown said in terms of a next step when they get the minutes she will specifically capture the benchmarks. She would try to get it to the Committee on Monday.

Mr. Andrade said that was fine and because they would be getting it so late they would probably just defer the vote on it.

Superintendent Mayo-Brown said she did not believe it was on the agenda but could be under his progress report.

Mr. Andrade agreed to introduce it with no action.

MOTION: Mr. Maynard – Mr. Andrade: To refer the benchmarks to the full Committee.

No discussion

2 were in favor

0 were opposed

1 was absent (Mr. Hart)

Motion passed

Mr. Andrade asked if there was anything further and there was not.

MOTION: Mr. Maynard – Mr. Andrade: To adjourn.

2 were in favor

0 were opposed

1 was absent (Mr. Hart)

Meeting adjourned at 6:51 PM

Respectfully submitted,



Administrative Assistant for
School Committee Services