

To: Salem School Committee

From: Margarita Ruiz

Date: December 18, 2017

Re: Evaluation Goals SY 2017 - 2018

It is my pleasure to present to you my draft goals for the 2017-2018 School Year. Because of the change in MCAS from 2016 to 2017, I am unable to present year over year comparisons for the purposes of goal setting. This year for my student learning goal, you will see that I compare the performance of our students in the district to the state average. Also, in terms of the district goals and the alignment of the work, last year we used the Accelerated Improvement Plan; this year I am aligning my goals with the Strategic Plan endorsed by School Committee and you will see reference to that within my stated draft goals.

Conditions for Success: While not fully reflected in the Superintendent's Evaluation Rubric from DESE, I did want to highlight two areas of importance in order to continue to make gains on student performance: **equity and access, and operational efficiencies**. The district will be taking a hard look at the various factors that negatively impact outcomes for our high needs students and developing strategies – both systematic and individualized – to address those factors. Additionally, I fully intend to implement operational changes to our transportation system to reduce travel times and increase on-time arrivals and departures to maximize students' instructional time.

Student Learning Goals

Pillar 1 – Creating a Vibrant Teaching & Learning Ecosystem

1. Decrease the performance gap Salem Public Schools has with the state on the percent of Meets and Exceeds Expectations in ELA, Math and Science in grades 3-8 by at least 20%.

2017	SPS	State	Gap	SY 2018 Gap targets
ELA	38%	49%	11%	9%
Math	34%	47.9%	13.9%	11.3%
Science	39%	53%	14%	11.2%

2. Increase the median SGP for English Language Learners and Students with Disabilities by at least 10 percentile points.

ELL 2017 Baseline	2018 Target	SWD 2017 Baseline	2018 Target
Math	42	Math	47
ELA	38	ELA	52

3. Increase the percent of students at Salem High School scoring in the Advanced and Proficient categories in ELA and Math by at least 10%.

2017 Baseline	2018 Target
ELA – 78%	85.8%

Math – 64% 70.4%

4. Increase the enrollment and diversity in AP courses by 10%.
Baseline (See attached data form)
5. Increase to 100% the number of high school seniors who will apply to college and/or have a post-secondary education plan.
Baseline SY 2016-2017
For the Class of 2017, 191 out of 211 students (90.5%) applied to college last year.
6. 100% of all high school seniors will have at least one individual session with one of the College and Career counselors to receive support in preparing and submitting the FAFSA documentation to apply for financial aid.

Professional Practice Goal

Salem Public Schools Strategic Plan – All 4 Pillars

Last school year I was successful at leading an engaged process in our district and community to draft a strategic plan that will guide the work of the district for the next 5 years. The four pillars in our plan support the work that will allow our students to be locally engaged, globally connected and fully prepared for the demands of the 21st century. Now that our plan has been completed and approved by School Committee, the next important phase of this work for me, as superintendent, is the oversight of the planning and execution of the short and long-term goals that are outlined in the plan.

My professional practice goal is to leverage the resources of the district and work with all levels of the organization to ensure that we have a robust launch and Year 1 implementation process of the goals and action steps that have been outlined in the four pillars of our plan:

- **Pillar 1 - Create a Vibrant K-12 Ecosystem**
- **Pillar 2 - Reimagine the High School Experience**
- **Pillar 3 – Nurture Staff Leadership & Empowerment**
- **Pillar 4 – Strengthen Family & Community Engagement**

The table below outlines the proposed benchmarks for each pillar along with a reporting timeline for scheduling presentations and updates to the School Committee on these topics.

Strategic Plan Pillar	Benchmark	Reporting Timeline
Pillar 1: Create a Vibrant K-12 Ecosystem	<ul style="list-style-type: none"> Report on implementation of City Connects will be fully implemented in all K-8 schools and plans to support Year 2 implementation 	<ul style="list-style-type: none"> Summer 2018
Pillar 2: Reimagine the High School Experience	<ul style="list-style-type: none"> Hold two community conversations to solicit feedback and ideas regarding redesign of high school experience in SPS Report on newly established structures and supports by externships coordinator to support students' out-of-school learning experiences Report on specific SY17-18/SY18-19 "buckets of work" related to redesign for example: <ul style="list-style-type: none"> Project-based learning College & Career Center Seal of Biliteracy Newcomer Academy Report on 1:1 and other digital learning initiatives 	<ul style="list-style-type: none"> Fall 2017 and Spring 2018 Spring/Summer 2018 Fall 2018 Late Spring 2018
Pillar 3: Nurture Staff Leadership & Empowerment	<ul style="list-style-type: none"> Report on increased leadership opportunities available to teachers (e.g., to plan and lead professional development, support new teachers, etc.). Report on improved talent recruitment, selection, and support strategy that increases the quality and diversity of the talent pool to better serve our students Report on efforts to increase staff retention 	<ul style="list-style-type: none"> Summer 2018 Fall 2018 Fall 2018
Pillar 4: Strengthen Family & Community Engagement	<ul style="list-style-type: none"> Report on schools' establishment of family and community engagement goals built into school improvement plans and 17/18 implementation Develop a school quality report card for the district Report on vision and plan for a Welcome Center that includes the student assignment function, but also serves as the place where families can access and are oriented to the many resources available to them 	<ul style="list-style-type: none"> Spring 2018 Fall of 2018 Summer 2018

In addition to the above benchmarks, I will also focus my attention on two additional, district-wide goals that span across and support all aspects of our work as a district.

Additional Goals and Benchmarks	Reporting Timeline
Develop a data dashboard to monitor progress and track critical outcomes associated with the strategic plan	<ul style="list-style-type: none"> Summer 2018
Successfully raise private funds to support critical areas of work associated with the strategic plan	<ul style="list-style-type: none"> Fall 2018