

2018-2019 Superintendent Goals

SSB Vision: Our community inspires and prepares each student to thrive.

SSD Mission: In connection with our community, the Sequim School District empowers staff to inspire hope and provide flexible, innovative learning opportunities in a safe and respectful environment, so each student thrives.

This is a summary of the superintendent goals for the 2018-2019 academic year. Included is a link to the [WSBSF](#) for reference of comprehensive evaluation framework that will be used for the summative. It is important to note that while these goals do align with only some of the standards included within the evaluation framework and the goals will be the main emphasis, the final evaluation will include a comprehensive assessment with evidence needed to align with each of the eight standards. Additionally, there were several recommendations made based on last year’s evaluation that ought to be recognized and included within this plan.

Recommendations included:

1. Identify and select a peer mentor to meet with on a regular basis
2. Utilize the WSBSF framework for evaluation process for 2018-2019
3. Maintain a comprehensive evaluation for 2018-2019
4. Conduct a policy audit
5. The superintendent will seek input and feedback from district level cabinet (360 degree survey) to ensure a complete and accurate assessment of evidence to be submitted to board prior to final evaluation.
6. A recommendation was also included to choose six goals (one from each standard). Given the change to the framework and the emphasis on Standard 4 from the WSBSF, this recommendation will be modified, yet the supt will still be held accountable for documenting evidence of all eight standards for final evaluation, with the majority of the emphasis given to goal area standards (3c, 6e, 1a, and 7a).
7. Cabinet evaluation of Superintendent on all Standards of the WSBSE framework, and Goals

Sequim School Board Goals	Strategic Plan Goals	Superintendent Goals
<p>Standard #1: ***Base decisions on what is best for student success***</p> <ul style="list-style-type: none"> • Clearly define our goals and create a timeline aligned to the annual calendar. • Improve Board/Superintendent communication as well as communication with colleagues and amongst ourselves • Improve on aligning research-based practices with policies – improved from Jan to June • Set up a procedure for orientation of new members <p>Standard #2:</p> <ul style="list-style-type: none"> • In collaboration with staff and the community, formulate and maintain a district plan with goals and outcomes. 	<p>G#1: Fiscal- Our District will develop and implement an annual budget aligned with the Strategic Plan that ensures the equitable and efficient distribution of resources to support district goals.</p> <p>G#2: Technology- In our district technology will be used to support and fulfill the needs of teachers, learners, and support staff in accomplishing district and community goals. Innovation, communication and media literacy will be hallmarks of technology use in Sequim School District, as the district prepares future citizens for their lives in a digitally connected world.</p> <p>G#3: Safety & Security- Our district will provide safe, sustainable, and adaptable facilities that</p>	<p>WSBSF 3c. Supt Neal will use data to identify achievement gaps and seek improvements in district policies, practices, and resources to better support learning for each student. (SP Goal #4)</p> <p>WSBSF 6e. Supt Neal will engage the board and community to ensure levy and bond measures meet immediate fiscal needs and advance long-term district goals. (SP Goal # 1,3,5&6)</p> <p>WSBSF 1a. Supt Neal will engage both internal and external stakeholders in regular discussions of the district vision and to build a shared understanding. (SP Goal #6)</p> <p>WSBSF 7a. Supt Neal will ensure that operations are systematically and consistently managed</p>

<ul style="list-style-type: none"> Continually monitor progress toward the goals and outcomes of the district plan. Review student achievement regularly. <p>Standard #3:</p> <ul style="list-style-type: none"> Create conditions district-wide for student and staff success by: <ul style="list-style-type: none"> Have a process in place to support evaluation and updating of technology (Goal 1/Pillar of Strategic Planning) <p>Standard #4:</p> <ul style="list-style-type: none"> Using the annual calendar as a guide, systematically analyze student learning data from a variety of sources (graduation rates, standardized (summative) and formative assessment data, etc., to monitor district performance. <p>Standard #5:</p> <ul style="list-style-type: none"> Provide information to district regarding information we would like presented to the community via Media output. 	<p>support all staff, students, and community partners and foster positive relationships for all stakeholders.</p> <p>G#4: Teaching & Learning- Teaching in our district will be collaborative, focused, and reflective. Learning will be supported by innovative, flexible, project-based opportunities utilizing community partners to develop citizenship.</p> <p>G#5: Information & Communication- Our district will engage in a multi-level approach to improve equitable methods of communication and information practices to enhance awareness, engagement, and empowerment in all stakeholders.</p> <p>G#6: Community Connection & Resources- Our District will discover, develop, and nurture dynamic, local and global partnerships to maximize resources which support the education of each student and enhance our community.</p>	<p>through planning, data analysis, review of progress, and necessary changes in practice. (SP Goal #1)</p>
---	--	---

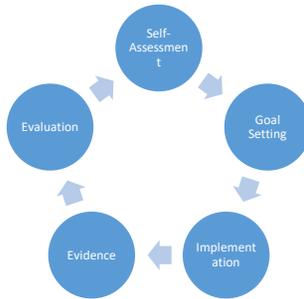
2018-2019 Supt Goals	Evidence
<p>WSBSF 3c. Supt Neal will use data to identify achievement gaps and seek improvements in district policies, practices, and resources to better support learning for each student. (SP Goal #4)</p>	<p>Improve Attendance Rates (3 year goal 2018-2021) Increased Graduation Rates (3 year goal 2018-2021) Classroom Walkthroughs monthly Increased test scores in ELA Completion of the SHS ELA Adoption (3 year goal 2018-2021). First phase 2012-2019 school year: complete review of materials with recommendations for top three. Closure of the achievement gaps, specifically for students of traditionally underrepresented populations as measured by the use of “best practices,” which include implementation of Project Based Learning Curriculum, ... Other? Development of a comprehensive professional learning review, analysis and plan to be presented to board in December, 2018. Annual completion of CEE survey* President’s Council Meetings with each association rep in attendance, including 2 SB members</p>
<p>WSBSF 6e. Supt Neal will engage the board and community to ensure levy and bond measures meet immediate fiscal needs and advance long-term district goals. (SP Goal # 1,3,5&6)</p>	<p>Board Bond Workshops to be conducted quarterly. Community Forums to be conducted quarterly. The completion of a long-term bond/levy plan and timeline that is in alignment with the district’s vision, mission and fiscal needs and reflective of board, district and community input.</p>
<p>WSBSF 1a. Supt Neal will engage both internal and external stakeholders in regular discussions of the district vision and to build a shared understanding. (SP Goal #6)</p>	<p>Completion of strategic plan that includes district 1-5 year (short/long term goals) with success indicators by June, 2019* Evidence of strategic plan being disseminated through schools and community (agendas, presentations, district meetings, etc) and as shared via supt report* Strategic plan visible during board meetings by aligning all agenda items to a specific goal, including each update during the superintendent report Annual completion of CEE survey* President’s Council Meetings with each association rep in attendance, including 2 SB members</p>
<p>WSBSF 7(a). Supt Neal will ensure that operations are systematically and consistently managed through planning, data analysis, review of progress, and necessary changes in practice. (SP Goal #1)</p>	<p>Audit of district level operations with a list of recommendations for board to review Conduct Policy audit (WSSDA) with a list of recommendations for board to review Completion of a District Cabinet pre assessment 360 degree survey to develop supt goals and a pre-final evaluation 360 degree survey to be used for final evaluation of supt.* President’s Council Meetings with each association rep in attendance, including 2 SB members Develop a Communication Plan between the school board and superintendent</p>

*Indicates evidence items that are also included on the timeline below

Timeline and Evaluation Process for 2018-2019 Academic Year

EVALUATION PROCESS

The following process will provide a seamless, transparent and articulated plan including:



STEP 1 Self-Assessment

The Superintendent along with the Sequim School District Cabinet performed a self-assessment using the Washington Standards-Based Superintendent Framework (WSBSF). At least one of the goals is related to improving student learning, one on improvement on superintendent's professional practice, and two district improvement goals.

STEP 2 Goal Setting September 17, 2018 Board meeting, Superintendent Report

The purpose of the joint review of the Board of Directors and superintendent is to help clarify roles, responsibilities and expectations. Focus will be on the use of WSBSF and elements within each theme. To ensure that the consensus reached during the review is taken into account the Board president should make appropriate annotations on the Summative Evaluation Report to reflect decisions made.

The superintendent will present to the Board:

Proposed professional practice goals

Student learning goals

Actions, timelines and benchmarks to be observed during the process

Following the presentation of goals the Board will discuss the proposed goals and decide on the plan.

STEP 3 Implementation Following Board approval TBD

The Superintendent implements the plan and collects evidence as observations and artifacts of practice, multiple measures of student learning and other relevant data.

The Board will review evidence during Board meetings during Superintendent Reports. Examples of evidence will be provided in the form of the documentation listed in table above, but not limited to, and can also include: Committee agendas, materials and minutes, Faculty and community forums, Newsletters, Presentations and reports, Improvement plans, reviews and audits.

STEP 4 Part 1: Ongoing and Regular Sharing of Evidence via board communication: It is expected that there will be ongoing, informal sharing of evidence aligned to both the district strategic plan and superintendent goals via regular reports of operations of the district. This include:

1. Reference of SSD SP goals and WSBSF goals for each item on Sequim School Board Meeting Supt Reports
2. Weekly “Friday Notes” (or similar) with each item referencing SSD SP goals and WSBSF goals.

See timeline below for expectation of evidence sharing:

September:

- Sharing results of district level cabinet and supt self-assessment of WSBSF
- Attendance rate (monthly, to be shared during Supt Report)
- Implementation of student learning reports during board meetings (see board calendar for topics)

October:

- Sequim School board will review board goals and assess their progress in meeting them
- Attendance rate (monthly, to be shared during Supt Report)
- Implementation of student learning reports during board meetings (see board calendar for topics)
- ELA assessment results and goals (i-Ready, MAP, SBAC, CBAs, etc) to be shared during board meeting
- Strategic planning updates (to be shared during each board meeting supt report)

November:

- Formal Superintendent Update on goals (see Step 4 below)
- Attendance rate (monthly, to be shared during Supt Report)
- Implementation of student learning reports during board meetings (see board calendar for topics)
- Update/sharing on classroom walk-throughs (to be shared during supt report)
- Strategic planning updates (to be shared during each board meeting supt report)

December:

- Attendance rate
- Implementation of student learning reports during board meetings (see board calendar for topics)
- Presentation of progress towards completion of strategic plan that includes short/long term 1-5 year goals with success indicators (to be aligned with SIPs)
- Strategic planning updates (to be shared during each board meeting supt report)
- Presentation of Professional Development Plan

January:

- Board Self-Assessment mid-year review
- Attendance rate (monthly, to be shared during Supt Report)
- Graduation Rate Update
- Implementation of student learning reports during board meetings (see board calendar for topics)
- Strategic planning updates (to be shared during each board meeting supt report)

February:

- Formal Superintendent Update on goals (see Step 4 below)
- Attendance rate (monthly, to be shared during Supt Report)
- Implementation of student learning reports during board meetings (see board calendar for topics)
- Update/sharing on classroom walk-throughs (to be shared during supt report)
- Strategic planning updates (to be shared during each board meeting supt report)

March:

- Implement and report out of CEE Climate Survey
- Attendance rate (monthly, to be shared during Supt Report)
- Implementation of student learning reports during board meetings (see board calendar for topics)
- ELA assessment results and goals (i-Ready, MAP, SBAC, CBAs, etc) to be shared during board meeting
- Strategic planning updates (to be shared during each board meeting supt report)

April:

- Attendance rate (monthly, to be shared during Supt Report)
- Implementation of student learning reports during board meetings (see board calendar for topics)
- Strategic planning updates (to be shared during each board meeting supt report)

May:

- Implementation of student learning reports during board meetings (see board calendar for topics)
- Implement and share District Level Cabinet 360 degree survey/input on progress of superintendent meeting his goals
- Attendance rate (monthly, to be shared during Supt Report)
- Update/sharing on classroom walk-throughs (to be shared during supt report)
- ELA assessment results and goals (i-Ready, MAP, SBAC, CBAs, etc) to be shared during board meeting

- Strategic planning updates (to be shared during each board meeting supt report)

June:

- Graduation Rate Update
- Implementation of student learning reports during board meetings (see board calendar for topics)
- Final review of goals and evidence/contract negotiations
- Attendance rate (monthly, to be shared during Supt Report)
- Presentation of completed strategic plan that includes short/long term 1-5 year goals with success indicators (to be aligned with SIPs)

STEP 4 Part 2: Formal Presentation of Evidence of Progress of Meeting goals:

November 19, 2018 and March 18, 2019 Board Meeting, Superintendent Report

The Superintendent will synthesize data and evidence gathered up to this point in the year and will prepare a self-evaluation of progress on goals as well as providing evidence of proficiency of all 8 standards of the WSBSF. It is understood that while the emphasis will be on achievement and progress of identified goals, all 8 standards will be used to provide the structure for the evaluation based on recommendations from last year's evaluation. The superintendent and Board of Directors will review and discuss the report and evidence. At that time the Board will share relevant feedback to the superintendent as to develop clear understandable progress on each goal. Accordingly, the board will provide thoughtful feedback that promotes professional growth for the superintendent. If needed, accommodations to the goals may be made and introduced as accepted means to drive district improvement. This process is intended to give specific information and concrete steps needed for improvement of practice.

STEP 5 Evaluation June 3, 2019 Board Meeting, New Business

The Superintendent will synthesize data and evidence gathered throughout the year and will prepare a self-evaluation of progress on goals as well as providing evidence of proficiency of all 8 standards of the WSBSF. It is understood that while the emphasis will be on achievement and progress of identified goals, all 8 Standards will be used to provide the structure for the evaluation based on recommendations from last year's evaluation. The superintendent and Board of Directors will review and discuss the report and evidence. At that time the Board will share relevant feedback to the superintendent as to develop clear understandable progress on each goal. Accordingly, the board will provide thoughtful feedback that promotes professional growth for the superintendent.

The superintendent will prepare and present to the Board a formal assessment of:

Progress on goals

Performance on each of the 8 Standards

Impact of learning data and other relevant data aligned to the WSBSF and SSD SP goals.

Board members will review the evidence by the superintendent and any other relevant evidence as outlined and expected above with intention of arriving at:

Individual assessment on goals

Collaborative board discussion and mutually-agreed upon rating of superintendent's performance of all 8 standards, with special attention to the goal areas as outlined above

Overall rating on superintendent's performance

The Board President compiles the evaluation via discussion and consensus amongst board members. The Sequim Board of Directors and Superintendent Neal discuss the report after which the Board adopts the Evaluation Report.

Addendums:

This evaluation plan, effective immediately, was agreed upon by both the Sequim School Board of Directors and Superintendent Neal, as written, on Monday, October 15th 2018, during a Superintendent Evaluation Workshop (4:30-5:50). It was also determined that possible changes made to this document may occur. However, any and all changes to this document henceforth will only happen after a conversation has occurred (initiated either by the board or superintendent), during a public forum and shall be documented on the following addendum table.

Date	Change Made	Rationale/Notes