

Ruthann Petrino-Goguen Ed.D.
2019-2020 Evidence of Goals

Standard 1- Instructional Leadership

Goal #1 - By June 2020, I will continue to lead, support and evaluate the District Leadership Team on being effective instructional leaders and managers, and supportive leaders of the change initiatives as documented in the 2019-2020 Strategic Plan/Instructional Strategies and school improvement plans.

Evidence:

1. Solid organizational structures are in place to support the District Leadership Team with doing their jobs as Instructional Leaders. Ongoing communication regarding academic achievement, social emotional supports, and the safety of our students and staff, are at the forefront of everything I do as the leader of this district.
 - a. Central Office meetings were weekly; now they are daily
 - b. District Leadership meetings were bi-monthly; now they are twice a week
 - c. ILT meetings were bi-monthly; now they are weekly
 - d. Building Based Crisis team meetings are weekly
 - e. Staff meetings were bi-monthly; now they are twice a week
2. The rate of communication increased dramatically across the district in February, when I began organizing plans for how best to deal with COVID-19. I organized several safety meetings with the District Leadership Team, School Nurses, School Physician, Town Board of Health, Fire, EMS, Police and the Town Manager to begin our planning. This planning focused on safety first, then social emotional supports, and then developing a remote learning environment with students during the school closure.
3. The shift to remote learning was not effortless. We put much time and effort into planning what we expected everyone to do. An outline of expectations was shared and agreed upon with the Unions. It was then clearly communicated to staff, students, and families, and then it was implemented. We closed on March 12th and on March 16th the plan was put in place. The implementation efforts across the district during the school closure have been successful, because there were clear expectations that were clearly communicated, and all employees have demonstrated a very strong commitment to implement this plan on a daily basis.
4. The Strategic Plan for 2019-2020/ The Instructional Strategies for 2019-2020 was updated with the DLT in August 2019 and communicated with ILT and staff.
5. The SY19-20 District Opening/Convocation event featured international speaker Chad Hymas. Mr. Hymas came back to the district in October to present to students, faculty, and families. His message of supporting each other and working against all odds was extremely powerful then, and holds an entirely new meaning for us now.
6. Yearly calendars are established for the Central Office Team, District Leadership Team, District Safety Team, DESE/SSOS meetings, Professional Development Committee, and Superintendent Educator's Council. Agendas & Documents from these various meetings demonstrate our focus on safety and meeting our instructional goals. As previously noted, the Central Office, DLT and Safety discussions are occurring as needed, and more frequently during this crisis.

7. Agendas & documents from this year's District Leadership Team meetings.
8. Agendas & documents from the DLT Summer Summit on August 14th and 15th. This included Evaluation Training with DESE Consultant Claire Abbot for all administrators.
9. Agendas & documents from the two-day annual Summer Summit with DLT and ILT, August 12th and 13th, 2019.
10. Agendas & documents from the Safety-Care training for the District Leadership Team on July 25th and 26th, 2019 that was facilitated by district trainer, Gina Nieves.
11. Ongoing evaluation training was provided by Research for Better Teachers for two new Deans at middle and high school, Gina Nieves & Dan Kelly.
12. Several Learning Walks with WMS ILT members, Building Administrators, Central Office Administrators, DESE SSOS members, and DESE Content Specialists occurred at the middle school.
13. Several Learning Walks with Central Office Administrators, Building Administrators, DESE SSOS members, and a DESE Special Education Specialist occurred at the high school.
14. Multiple meetings and documents were held with administrators to align the WMS & BHS School Improvement Plans to the new Targeted Assistant Grants. Individual building based meetings were recently held again to amend the Targeted Assistance Grant priorities due to the COVID-19 school closure.
15. Planning for the MSV and TSV visits for WMS and BHS.
16. I, along with several Central Office Administrators, spent weeks at WMS (November thru December) to assist the middle school administrative team with re-establishing a code of conduct and safety measures, to ensure instructional strategies were their focus. During this period, I hired Sean Gilrein for a short period of time as the Interim Assistant Principal.
17. I personally led the initiative to rework the middle school schedule with a group of teachers at WMS. This work began in November and has taken many, many, many hours. During this planning time, I met with most of the special education teachers with key teacher leaders to gather their input on scheduling. Several staff meetings were also held. Coincidentally this new schedule was going to be rolled out on March 16th, 2020.
18. I facilitated the process of engaging all the BHS Teachers on the Educational Questionnaire that was due to MSBA during the Eligibility Period for the proposed BHS building renovation. The Department Heads assisted with collecting feedback from every teacher and this inclusive process will assist us as we improve learning environments and course selections through a redesign.
19. Central Office Administrators conduct periodic checks on TeachPoint to monitor the status and quality of the evaluation data in each building. This year we noted several areas of strength by certain building teams and other areas that need improvement. We provided feedback through DLT meetings and individual meetings to support administrators.
20. I evaluate all Central Office Administrators and all Principals. Remote Summative meetings will occur despite the fact that we are in the midst of a crisis.
21. Specific evaluation training was provided to all new teachers in conjunction with WEA Union and our Literacy Curriculum Director.
22. The SY2018-2021 District Curriculum Renewal Plan

23. The SY2018-2020 District Professional Development Plan / Professional Development agendas/grids for the year
24. Support for New Teachers
 - a. New Teacher Orientation
 - b. Induction and Mentoring Program
25. Significant work has been accomplished to develop partnerships with outside agencies to assist us with providing equitable access for all students
 - a. We were awarded the ST Math Grant
 - b. We were awarded additional funds from DESE for Looney Math Coaching
 - c. We were awarded a Safety Grant for security cameras at WMS and BHS
 - d. We were awarded funds from Fundacion Mapfre for the Real Madrid Sports Program
26. The Student Opportunity Plan was created and submitted prior to the school closure.
27. The FY21 budget met the requirements for the Student Opportunity Plan and was created by prioritizing student learning areas and supporting teachers with the researched based resources they need to meet the diverse needs of our students
28. MCAS data- Progress is being made.
 - a. Graduation drop-out rate has significantly declined over the years
 - b. Graduation rates have increased over the years.
 - c. District Report Card shows for the first time in MANY years, the Webster Public School district has received the Accountability Rating of making substantial progress towards targets and detailed results can be located at <http://reportcards.doe.mass.edu/2019/DistrictReportcard/03160000>

Standard #2: Management and Operations

Goal #1- By April 2020, I will produce a fiscally responsible budget in conjunction with the School Committee, Business Manager, District and Instructional Leadership Teams, Teachers and Staff. The FY21 Budget will continue to support the school and district improvement plans which are focused on improving student achievement rates, attendance, school climate, and culture.

Evidence:

1. Approved FY20 Budget
 - a. Planning begins in the Summer with DLT
 - b. Ongoing and fluid communication with Town Officials
 - c. Multiple budget meetings with DLT
 - d. Multiple School Committee budget presentations
 - e. Budget Binder
 - f. Public Hearing presentation - April 14, 2020 (remotely)
2. Attendance to Town meetings and Special Town meetings
3. Attendance to Town Finance Meetings

Goal #2 – By June 2020, I will continue to oversee the Human Resource, Facilities, and Grants management and work with the Central Office Team, and District Leadership Team to ensure compliance and consistent practices are implemented across the district to support high levels of accountability for all.

Evidence:

1. Weekly Central Office Team meetings to ensure compliance in the areas of Human Resource and Facilities management, Student Services, and Grants management.
 - a. Human Resource:
 - i. Coordinated the BHS principal searches for SY2019-2020
 - ii. Coordinated the WMS Assistant Principal search for SY2020
 - iii. Coordinating the WMS principal search for SY2020-2021
 - iv. Managed several confidential personnel issues with the school attorney.
 - v. Provided legal workshops on discipline, personnel, and special education to all administrators
 - b. Facilities Management:
 - i. Ongoing work for the BHS Renovation Project. Moved from Eligibility to Feasibility phase.
 1. Participate in MSBA meetings
 2. Co-Facilitated Public Informational Evening
 3. Attend School Building Committee Meetings
 - ii. Conduct safety-building walk-throughs at each building with local responders.
 - iii. Conduct the mandatory safety preparedness drills at each school.
 - iv. Ensure A.L.I.C.E. training for all new staff.
 - v. Facilitate monthly District Safety Meeting with Administrators and the Webster Police, Fire, and EMS.
 - vi. Communicate and meet regularly with the Business Manager who oversees all building maintenance and communicates frequently with head custodians and ensures all inspections and requirements are met.

Standard #3: Family and Community Engagement

Goal #1- By June 2020, I will continue to build productive partnerships with community and business members to build upon the learning experiences for our students.

Goal #2 – By June 2020, I will continue to engage parents/guardians in the process of educating their children. The District and Instructional Leadership Team, Teachers and Staff will take an active role with building more *family friendly schools* by increasing communication and ensuring welcoming environments for all families.

Goal #3- By June 2020, I will continue to communicate through social media, press, newsletters, and one-calls to promote and celebrate the successes within our district.

Evidence:

1. Weekly Newsletters – in English, Spanish, and Portuguese
2. Twitter and Facebook communication
3. Immokalee Trip with Representative Joe McKenna
4. One-on-one meetings with local businesses to establish a Business Advisory Group for BHS Building Project/ Educational Planning
5. Outreach through SEPAC & ELL Parent Advisory Group
6. Business Partnerships
 - a. Webster Police, Fire, EMS, and Town Manager
 - b. Mapfre & Fundacion Mapfre
 - c. Webster-Dudley Food Bank Supplies our Food Pantries
 - d. North Village
 - e. Head Start
 - f. United Way
 - g. Boston Children’s Hospital
 - h. Nichols College
 - i. Local Restaurants

Standard IV: Professional Culture

Goal #1- By June 2020, I will continue to lead through open and honest communication and promote a culture where all voices can be heard. I will continue to promote a culture of respect and accountability. All employees of the district will take an active role in creating respectful and safe learning environments for all our students.

Evidence:

1. The structures are well established for two-way communications to flow between all parties across the district (teachers - staff - administrators - parents - caregivers - DCF case workers, etc.)
2. I am visible in all school buildings and a part of each school community
3. I attended as many building-based events as possible
4. I attend Town and State level events
5. I constantly promote the positives across the district
6. I make a concerted effort to praise staff and students, and recognize them publicly at School Committee meetings
7. I maintain ongoing communication across the district and do so in many formats: face-to-face, emails, newsletters, and social media
8. I encourage and model collaborative problem solving and teamwork

9. I communicate what is happening in the district with transparency at all School Committee meetings
10. I maintain an expectation for a respectful and safe environment for everyone
11. I respond to all communications from students, staff, parents, and community members

Goal #2 -By June 2020, I will continue to model continuous learning by sharing what I know about leading change practices in a turnaround district with my colleagues in this district and across the state.

Evidence:

1. During the COVID-19 crisis, I am modeling continuous learning and sharing (at times by the moment) what change practices we need to adopt and implement to maintain a solid organizational school structure outside of our school buildings.
2. I am taking in information at an overwhelming speed and communicating - even over communicating - to ensure that everyone remains informed, calm, and moving forward together in one direction. I have never worked so hard or worried so deeply about so many people at once.
3. I am modeling how to be flexible while communicating the specific change initiatives that we need to implement. We are going slow and steady, as I am being realistic with our expectations of others. My master's degree in counseling and experience with crisis management are skills that are being used on a daily basis.
4. Maintaining communication with Southern Worcester Superintendents Association, the Massachusetts Superintendents Association, the Department of Education, The Board of Health, the Commissioner of Education, State Legislators, and Town Officials.