



# Lexington Public Schools

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## Update on the Superintendent Goals for 2014-2015 (as amended on April 23, 2015) (May 19, 2015)

### Student Learning Goal

In order to improve student pro-social behaviors and resiliency, and reduce unhealthy stress, I will work with community stakeholders, such as the Director of Guidance, Principals, other administrators, and residents to support goal 2 in all school improvement plans (“If we increase student pro-social behavior and resiliency and reduce sources of unhealthy student stress, then student academic performance and well-being will improve.”). This year, I will

#### *Key Actions*

1. Explore ways to include FY 16 funds to expand student social services.
2. Work with residents and Lexington and Town employees to discuss ways the schools, municipal government, and local organizations can reduce the risk of student suicide.

#### Evidence:

1. Key Action #1 - I worked with the principals and Director of Guidance to identify how we could use the FY 16 budget to increase the level of student social services. The FY 16 budget includes three additional K-5 social workers. The extra half-time social worker per school will help elementary schools provide more therapeutic support. The budget also includes adding one high school guidance counselor, a 0.5 guidance counselor at Bridge, a 0.4 high school special education social worker, and a 0.4 high school general education social worker.
2. Key Action #2 - I met with the citizen Ad Hoc Committee on Reducing Stress, Building Resiliency and Improving Services for Our Youth to discuss their draft report and how I could support their ideas. Soon after the report was presented to the School Committee, the school administration provided the Ad Hoc committee leaders with a written response to each of their suggestions. On May 15, I met with a consultant and others to discuss how the school department could work more effectively together to improve student pro-social behavior. A joint meeting of the School Committee, Selectmen and residents will be held on June 2 to continue this how the town could work more effectively together.
3. Key Action #2 -The Guidance Department is looking into offering more programs next year.
4. Key Action #2 - The Guidance Department is in its second year of a three-year curriculum review.

### Professional Practice Goal

The recent establishment of data teams in US schools is based on the most current research about improving teaching, learning, and leadership to increase student achievement for all students. This year, I will engage in practices to study the research on data teams and learn about practices other school systems have effectively used to improve student learning. This year, I will

**Key Actions**

1. Participate in data teams and dialogue with staff about effective instructional practices regarding their process.
2. Collaborate with the Director of Planning and Assessment and Principals to share effective practices that strengthen the LPS data team processes.

**Evidence:**

1. Key Action #1 – I visited three school data team meetings and watched how these teams use local data to monitor student progress and develop revised interventions, if needed. Two data team meetings were cancelled due to snow storms. Due to other priorities, I was not able to get to all schools.
2. Key Action #2 – I held numerous meetings with the Director of Planning and Assessment and principals to share effective practices to strengthen the LPS data team process. These conversations led to a presentation by Maureen Kavanaugh and Len Swanton at a fall Joint Council meeting (all LPS administrators) to discuss what data we currently collect, where the data is stored, and how the new Director could help them identify what data they need collected and analyzed to improve student performance and decision-making. The focus of this work seeks to ensure: the availability of the right information to answer the right questions at the right time, efficiency, and using data to improve the quality of decisions.
3. Key Action #2 – I asked Maureen to attend multiple meetings of the Administrative Council to discuss school and district MCAS data and to follow up on the prior Joint Council meeting and plan next steps. I also supported Maureen’s visits to all school RtI meetings.
4. Other – LEA President Phyllis Neufeld, Director Planning and Assessment Maureen Kavanaugh and I held six school meetings to find out from teachers what initiatives are not worthwhile and should be reduced or eliminated (this is a district goal). In June, Phyllis Neufeld will present the findings to all LPS staff.

**Standard 1 (Instructional Leadership), Section E - Data-informed Decision Making Indicator - *Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.***

**Key Actions:**

1. Work with the Director of Planning and Assessment to examine:
  - What data do we regularly collect?
  - How administrators analyze and report data to stakeholders?
  - How administrators use data in decision-making and planning?
  - What is our current capacity to collect/store/analyze data?
  - What are some of our short- and long-range data and planning needs?
2. Work with the Enrollment Working Group to develop a more effective methodology to forecast student enrollments.

**Evidence:**

1. Key Action #1 – Please see my response in the Professional Practice Goal section (#2). In addition, I have attended data team meetings in three schools. Two were cancelled by snow

storms. Ms. Kavanaugh has produced an internal document that begins to answer the questions listed in #1 above.

2. Key Action #2 – Completed

**Standard 2 (Management and Operations), Section A - Environment Indicator:** *Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs of students.*

**Key Actions:**

1. Please see the Student Learning Goal for key actions and evidence.

**Standard 3 (Family and Community Engagement), Section D - Family Concerns Indicator:** *Addresses family concerns in an equitable, effective, and efficient manner.*

**Key Actions:**

In order to address the preK-12 overcrowding concerns and promote community support, I will

1. Serve as an active member of the Ad Hoc School Master Planning Committee and share the committee's reports with all interested constituencies.
2. Work closely with the architectural firm SMMA to ensure phases 1, 2 and 3 of their studies are complete and on time.
3. Serve as an active member of the Enrollment Working Group and share their reports with all interested constituencies.
4. Make recommendations to the School Committee that will address short- and long-range space needs based on projected enrollments and educational needs.
5. Meet with parents to discuss their school-specific needs and concerns.
6. Work with elected and appointed municipal officials to effectively communicate school facility needs and plan for potential Town Meetings.

**Evidence:**

1. Key Action #1 – Completed
2. Key Action #2 – Completed
3. Key Action #3 – Completed
4. Key Action #4 – Completed
5. Key Action #5 – As always, I meet with any parent who requests a meeting. In addition, I occasionally attend PTA meetings and speak with parents about their concerns. This year, all of the meetings focused on school overcrowding and possible space options.
6. Key Action #6 – Completed

**Standard 4 (Professional Culture), Section D - Shared Vision Development Indicator:** *Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and careers, and can become responsible citizens and community contributors.*

**Key actions:**

In order to assist the School Committee to develop a district Mission, Vision, and Beliefs statement, I will

1. Participate in the School Committee's subcommittee on Mission, Vision, and Beliefs to develop a draft document.
2. Communicate the draft Mission, Vision, and Beliefs document to all schools, PTAs/PTOs, and School Site Councils.
3. Work with school and parent leaders to ensure that the draft document is discussed and feedback welcomed.
4. After discussions are held by all of the constituencies listed above, create a summary document for the School Committee and include my recommendation.

**Evidence:**

1. Key Action #1 – Completed
2. Key Action #2 – Completed
3. Key Action #3 – After the School Committee voted the draft Mission/Vision statement, I asked the principals to share the document with their faculties and Site Councils. This process is now ongoing.
4. Key Action #4 – On June 9 or 16, I will present the final consensus document on Mission/Vision to the School Committee for a vote.

**New Goals That Were Added on April 23, 2015**

1. Work closely with the incoming superintendent in order to provide a smooth transition on July 1.

Since your appointment of Dr. Czajkowski in December, I regularly speak with her on all important matters (filling major vacancies, matters before the School Committee, and questions she has about the school system). See Goal #2 below for two specific examples.

2. Hire major positions (Assistant Superintendent of Finance and Business Operations, and Director of Educational Technology).

Filling these two positions has been very time consuming. After an extensive searches to find permanent replacements, in consultation with Dr. Czajkowski, I was not able to find suitable permanent replacements. Therefore, I hired an interim Director of Finance and Business Operations, and will be rehiring the current Director of Educational Technology under a critical shortage waiver.

3. Work with multiple constituencies to develop the school facilities plan that was presented at the March 23, 2015 Special Town Meeting.

During this past year, I held meetings with numerous committees to help Town leaders forge a consensus plan that was presented to the Special Town Meeting in March. Committees I met with included: Enrollment Working Group meetings, Ad Hoc School Facilities Master Planning Committee meetings, Summit meetings, School Committee meetings, Permanent Building Committee meetings, Appropriations Committee meetings, and Capital Expenditure Committee meetings, staff meetings, and PTA/PTO meetings.

4. Take a lead role in Unit A collective bargaining.

Normally, I do not sit at the Unit A bargaining table until the end of the bargaining process. However, due to the complexity of these negotiations and the retirement of the LEA and Superintendent of Schools on June 30, I have taken a direct role in all collective bargaining sessions in order to complete negotiations by the end of the school year.