Margarita Ruiz
Superintendent

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Still making history.

City of Salem
Salem Public Schools

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To: Salem School Committee

From: Margarita Ruiz

Date: **DRAFT revised 12/14/18**

Re: Evaluation Goals SY 2018 - 2019

Thank you to all the members of School Committee for your thoughtful feedback and insights as to the content and focus of my evaluations goals. I deeply understand the urgency we have in raising student achievement in all levels, especially in Math, Science and at Salem High School. We must do this urgent work as we move forward the work on the implementation of our strategic plan.

I have incorporated your feedback in the revision of my goals. The Committee expressed the desire to have the academic Student Learning goals be stated in comparison with the state. I have included those goals with the baseline data requested. However, I have also kept the improvement goals that I had presented before because I would like to propose to the Committee that there also be a way for us to measure the progress that we are making towards our own performance last year. The new accountability system is mostly predicated on districts making progress towards their own targets and I would like for the Committee to clearly see how we are impoving comprared to last year's performance. I am prepared to have this discussion with you next Monday, 12/17/18 and will be prepared to follow what your decision will be on the inclusion of these progress goals.

Student Learning Goals

Pillar 1 Create a Vibrant K-12 Learning Ecosystem
Pillar 2 – Reimagine the High School Experience

1. **Goals for All Students, Grades 3-8**

   a. SPS will meet or exceed the state averages in the following measures (including whole school and grade levels)

      i. Average Scaled Scores on the ELA and Math MCAS
      ii. CPI for Science MCAS
      iii. Mean SGP in ELA and Math

All Students

	2018 Scaled Score			2018 Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
ELA	494.6	500.5	-5.9	52	50	2
Math	490.9	498.4	-7.5	51.6	50	1.6
Sci CPI-Gr 5&8	64.1	n/a	n/a	n/a	n/a	n/a

2018 Science CPI	SPS	State Avg	Gap
Science CPI - Gr5	73.2	76.5	-3.3
Science CPI - Gr8	52.9	68.3	- 15.4

2018 Results by Grade Level (All Students)

English Language Arts (ELA)						
	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
Gr3	493.5	502.2	-8.7	n/a	n/a	n/a
Gr4	497	501.8	-4.8	53.8	50	3.8
Gr5	496.9	501.9	-5	46.4	50	-3.6
Gr6	495.4	501	-5.6	53.6	50	3.6
Gr7	494.3	497	-2.7	57	50	7
Gr8	490.2	499.1	-8.9	49.8	50	-0.2

Math						
	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
Gr3	488.5	500	-11.5	n/a	n/a	n/a
Gr4	491.7	497.9	-6.2	52.4	50	2.4
Gr5	489.6	497.5	-7.9	40.3	50	-9.7
Gr6	490.8	498.6	-7.8	50.7	50	0.7
Gr7	492.1	497.5	-5.4	57.1	50	7.1
Gr8	493.4	498.8	-5.4	60	50	10

b. Increase the Average Scaled Scores on the ELA and Math MCAS assessments by at least 3 points
c. Increase the CPI for Science by at least 3 points
d. Continue to increase the Mean SGP by 2 points each in ELA and Math

Subject	2018 Score	2019 Goal	2018 Mean SGP	2019 SGP Goal
ELA	494.6	497.6	52	54
Math	490.9	493.9	51.6	53.6
Science	64.1	67.1	n/a	n/a

2. **Goals for Subgroups, Grades 3-8**

    a.   SPS will meet or exceed the state averages in the following measures (including whole school and grade levels)

          i.   Average Scaled Scores on the ELA and Math MCAS
         ii.   CPI for Science
       iii.   Mean SGP in ELA and Math

2018 Sub-Group Results

EL and Former EL

	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
ELA	481.3	488.4	-7.1	52.6	49.6	3
Math	479.9	488.5	-8.6	53.4	48.6	4.8
Science CPI - Gr 5&8	46.3	n/a	n/a			

	SPS	State Avg	Gap
Science CPI - Gr5	58.5	62	-3.5
Science CPI - Gr8	32.4	45.7	13.3

2018 Results for ELLs by Grade Level

English Language Arts (ELA)						
	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
Gr3	479.3	492.4	-13.1	n/a	n/a	n/a
Gr4	481.9	491.1	-9.2	56.4	47.3	9.1

	Scaled Score			Mean SGP		
Gr5	487.9	491.8	-3.9	44.8	51.1	-6.3
Gr6	483	488.7	-5.7	51.9	51.4	0.5
Gr7	479.5	482.7	-3.2	58.1	50	8.1
Gr8	474.8	480.4	-5.6	52.7	47.9	4.8

Math						
	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
Gr3	476.8	491.6	-14.8	n/a	n/a	n/a
Gr4	479.5	489.7	-10.2	55.6	48.1	7.5
Gr5	480.4	489.4	-9	41.5	48.7	-7.2
Gr6	483.4	488.8	-5.4	54.6	48.9	5.7
Gr7	478	484.8	-6.8	57.3	46.5	10.8
Gr8	480.2	485.5	-5.3	49.8	45.4	4.4

Students with Disabilities

	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
ELA	477.4	480.8	-3.4	44.4	44.5	-0.1
Math	475.4	479.2	-3.8	45.3	44.8	0.5
Science CPI - Gr 5&8	43	n/a	n/a			

	SPS	State Avg	Gap
Science CPI - Gr5	52.2	57.6	-5.4
Science CPI - Gr8	35.8	47.1	11.3

2018 Results for SWDs by Grade Level

ELA						
	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
Gr3	480.7	485.7	-5	n/a	n/a	n/a
Gr4	479.9	483.6	-3.7	44.4	42.8	1.6
Gr5	478.1	484.4	-6.3	40.3	44.6	-4.3
Gr6	477.1	479.6	-2.5	50.8	44.9	5.9
Gr7	472.9	475.2	-2.3	46.8	43.9	2.9

	Scaled Score			Mean SGP		
Gr8	470.1	475.9	-5.8	40.6	46.1	-5.5

Math						
	Scaled Score			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
Gr3	475.2	481.8	-6.6	n/a	n/a	n/a
Gr4	474.9	479.2	-4.3	55.6	48.1	7.5
Gr5	473.6	480.9	-7.3	38.9	45.9	-7
Gr6	474.8	479	-4.2	46.6	43.6	3
Gr7	473.3	476.5	-3.2	52.2	46.6	5.6
Gr8	474.7	477.8	-3.1	49.8	45.4	4.4

    b. Increase the Average Scaled Scores on the ELA and Math MCAS assessments by at least 3 points
    c. Increase the CPI for Science by at least 3 points
    d. Continue to increase the Mean SGP by 2 points each in ELA and Math

	ELA		Math		Science	
Subgroup	2018 Score	2019 Goal	2018 Score	2019 Goal	2018 Score	2019 Goal
EL and Former EL	481.3	484.3	479.9	482.9	46.3	49.3
SWD	477.4	480.4	475.4	478.4	43	46

ELA Grades 3-8	2018 SGP	2019 Target
EL and Former EL	52.6	54.6
SWD	44.4	46.4

Math Grades 3-8	2018 SGP	2019 Target
EL and Former EL	53.4	55.4
SWD	45.3	47.3

Pillar 2 – Reimagine the High School Experience

3. **Goals for All Students, Grade 10**

    a. Salem High School will meet or exceed the state averages in the following metrics:

        i. CPI for ELA, Math, and Science
        ii. Mean SGP in ELA and Math

2018 Results for All Students (High School)	
CPI	Mean SGP

	SPS	State Avg	Gap	SPS	State Avg	Gap
ELA	93.3	96.2	-2.9	41.5	50	-8.5
Math	76.6	89.5	-12.9	33.4	50	-16.6
Science	80	89.3	-9.3	n/a	n/a	

    b.   Increase CPI for ELA, Math, and Science by at least 3 points

    c.   Continue to increase the Mean SGP by 2 points each in ELA and Math

Subject	2018 Score	2019 Goal	2018 Mean SGP	2019 SGP Goal
ELA	93.3	96.3	41.5	43.5
Math	76.6	79.6	33.4	35.4
Science	80	83	n/a	n/a

4. **Goals for Subgroups, Grade 10**

    a.   Salem High School will meet or exceed the state averages for subgroups in the following metrics:

        i.   Average Scaled Scores on the ELA and Math MCAS assessments
       ii.   CPI for Science
      iii.   Mean SGP in ELA and Math

2018 Results for EL and Former EL (Gr 10)						
	CPI			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
ELA	86.5	82.5	4	38.6	43.7	-5.1
Math	60.2	69.5	-9.3	31.6	47.5	-15.9
Science	60.1	68.4	-8.3	n/a	n/a	n/a

2018 Results for Students with Disabilities (Gr 10)						
	CPI			Mean SGP		
	SPS	State Avg	Gap	SPS	State Avg	Gap
ELA	86.8	88.6	-1.8	39.3	43.7	-4.4
Math	55.5	70.5	-15	29.1	46.2	-17.1
Science	72.4	73.1	-0.7	n/a	n/a	n/a

    b.   Increase the Average Scaled Scores on the ELA and Math MCAS assessments by at least 3 points
    c.   Increase the CPI for Science by at least 3 points
    d.   Continue to increase the Mean SGP by 2 points each in ELA and Math

	ELA	Math	Science

Subgroup	2018 Score	2019 Goal	2018 Score	2019 Goal	2018 Score	2019 Goal
EL and Former EL	86.5	89.5	60.2	63.2	60.1	63.1
SWD	86.8	89.8	55.5	58.5	72.4	75.4

ELA Grades 10	2018 SGP	2019 Target
EL and Former EL	38.6	40.6
SWD	39.3	41.3

Math Grades 10	2018 SGP	2019 Target
EL and Former EL	31.6	33.6
SWD	29.1	31.1

5. **Goals for High School Graduation**

   a. Salem High School will increase its 4-Year Cohort Graduation Rate by four (4) points in the next year. Data from the previous year are included below, including the statewide average for 2017 for context (please note that this measure always lags behind by 1 year, so 2017 is the most recent data available).

4-Year Cohort Graduation Rate			
2017 SPS	2018 Goal		2017 State Avg
81.6	85.6		88.3

Professional Practice Goal

Pillar 3 -- Nurture Staff Leadership and Empowerment

This year, for my Professional Practice Goal, I will create and engage in a process to gather feedback from staff throughout the district regarding the direction of the district, strengths and areas of growth relative to my leadership, and issues pertaining to the district's culture and climate. At this point in my tenure, the opportunity to assess and gather valuable feedback from a variety of staff members will provide key information to affirm what is working and insights into the challenges we face as well as potential strategies to overcome them.

District Improvement Goals

Infrastructure and Conditions for Success

This year, I will continue to implement the district's strategic plan and plan to address any priority findings or concerns that may be identified through the DESE District Review Process.

Chronic Absenteeism - Students

Since the concerns of chronic absenteeism and the district's inability to earn any points on the new accountability system for this measure in 2018, applies to all schools, addressing this challenge will be a priority focus for the coming year. Specifically, the goals for reducing chronic absenteeism for all students in the district are as follows (reducing the rate of chronic absenteeism by 4 points for both high school and non-high school – note that last year's target, which is based on historical rates, was set at a decrease of 2%, so this goal doubles the target).

	2018 Rate	**2019 Goal**
Non-High School	17.9%	13.9%
High School	36.7%	32.7%

Chronic Absenteeism – Staff

The district also faces some challenges with respect to staff absenteeism. For the 2017-18 school year, the district had an average of 8% of teachers absent each day -- that's 32 teachers per day or roughly 3 teachers per school (the average is closer to 5% or 22 teachers per day when you exclude those out on parental leave, FMLA, or worker's comp). Either way, this level of staff absenteeism poses many challenges for schools and the district as a whole in terms of getting adequate coverage for those absences. It also creates a significant barrier for student learning. Research confirms that teacher absenteeism is highly correlated with student learning. As we look to the next year, my goal will be to raise awareness about the impact of staff absenteeism and reduce the average number of teachers out each day by at least 10%.

	2018	**2019 Goal**
Avg # of teachers absent per day	8% (32)	6% (27)

Student Engagement and School Climate – Salem High School

Improving the climate at Salem High School will also be one of my district improvement goals. Specifically, I will seek to improve two of the key measures on the school's Panorama School that highly correlate with student learning: school belonging and student-teacher relationship. Next year, I am to increase both measures by 4%.

School Climate Measure	**2018 Result-SHS**	**2019 Goal-SHS**
School Belonging	36% favorable	40% favorable
Teacher-Student Relationships	44% favorable	48% favorable

Strategic Plan Pillar	Benchmark/Strategic Plan Alignment
Pillar 1: Create a Vibrant K-12 Ecosystem	— Through task force of stakeholders explore opportunities and a pathway to establish a dual language program in SPS — Conduct curriculum audit and implement recommendations – district Math and high school curriculum — Explore Deeper Learning and plan district strategy — Conduct review of libraries and take steps to implement recommendations

Pillar 2: Reimagine the High School Experience	— Implement Invitations to Innovate 2.0
	
	— Program of Study Review
	  • Create pathways that map out 4 year experience across content areas towards post-secondary goals
	
	— Bell Schedule Review
	  • Survey community about later start time for high school
	  • Propose and implement recommendations for addressing student and staff concerns with schedule
	
	— Write college guidance curriculum and career explorations curriculum
	
	— Implement student internships for no less than 50 students this school year
	
	— Full implemention of the Early College program at SHS
	
	— Write curriculum (stage 1 for core content)
	— Develop proposal for scaling NLIS to support district's off-track students

Pillar 3: Nurture Staff Leadership & Empowerment	Work related to increasing cultural competence in our staff:
	— Build coach capacity through 8 module training on culturally responsive teaching
	
	— Provide leader training
	  • The Together Leader
	  • Culturally Responsive Teaching
	
	— Report on data related to the recruitment and retention of teachers: report on new hires and exit interview data of staff leaving the district.
	
	— Support School committee in the hiring process of the Executive Director of PPS
	
	— Conduct the hiring process for leadership positions that are interim for this school year
	
	— Seek to codify teacher leader pathways in CBA
	
	— Form a Director professional learning community focused on norming around coaching of coaches
	
	— Continue partnership with SSU and teacher leader cohort (4 courses=teacher leader certificate)
	
	— Continue to implement teacher-led PD
	  Continue to implement 4-day new teacher

	development program in summer of 2019
Pillar 4: Strengthen Family & Community Engagement	— Open Parent Portal for Gr. 6-8 families — Report on the equity reviews conducted in the schools in our district. — Continue to build and support the role of the Family Engagement Facilitators to be in alignment with the work of the Cty Connects Coordinators
Conditions for Success	— Increase student and staff attendance (see District Improvement Goals) — Report to the Committee the results of the process to gather feedback on the strengths, areas of growth and direction of the district relative to my leadership and issues pertaining to climate and culture among the staff. — Engage the department of Buildings and Grounds, Businees Manager and the Building and Grounds Subcommittee on developing a short and long term plan for capital improvements, immediate repairs and maintenance of all the facilities in the district.