

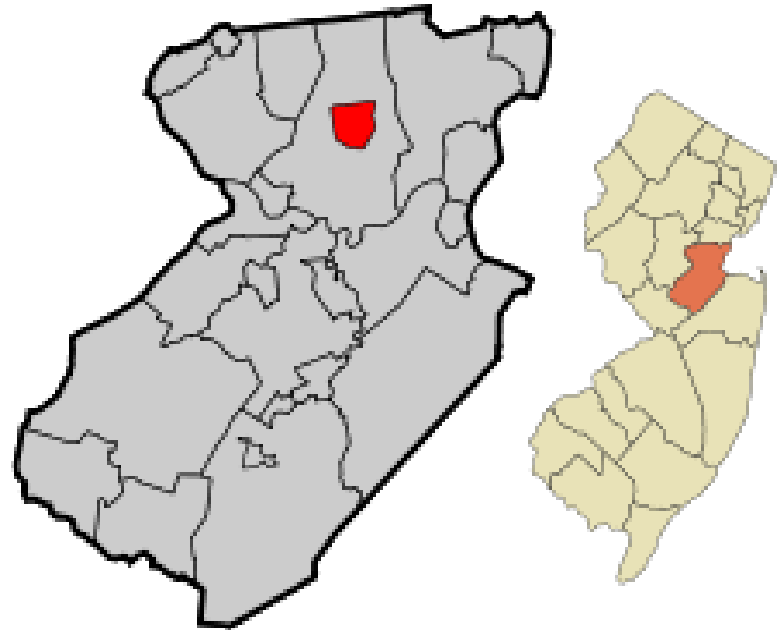
Collaborative School Leadership: Our Story

Metuchen Public Schools

May 4, 2018

Who are we?

- PreK to 12 district
- (2010) DFG – I
- \$38 million budget
- Four schools
 - Moss: preK & K
 - Campbell: grades 1-4
 - Edgar: grades 5-8
 - MHS: grades 9-12
- 2300 students
- 200 certificated staff
- 300 total employees



How did we get here?

- 2014 – County Supt asks if Metuchen would take meeting with Rutgers Univ professor to learn about new initiative
- 2014 – Robbins and Caputo meet with Rubenstein. “He had us at hello,” when he talked of gains in student achievement in ABC district (CA)
- 2015 – Teachers, admins, BOE learn about collaborative school leadership
- Summer 2015 – Teachers, admins, BOE: 2 days of training to establish guiding principles and first project
- 2015-2016 – Full district participation: district committees
- 2016-2017 – Start sharing our story, revamp committees, including the existing, contractual Instructional Council
- 2017-2018 – Add DLT and SLTs, revamp committees

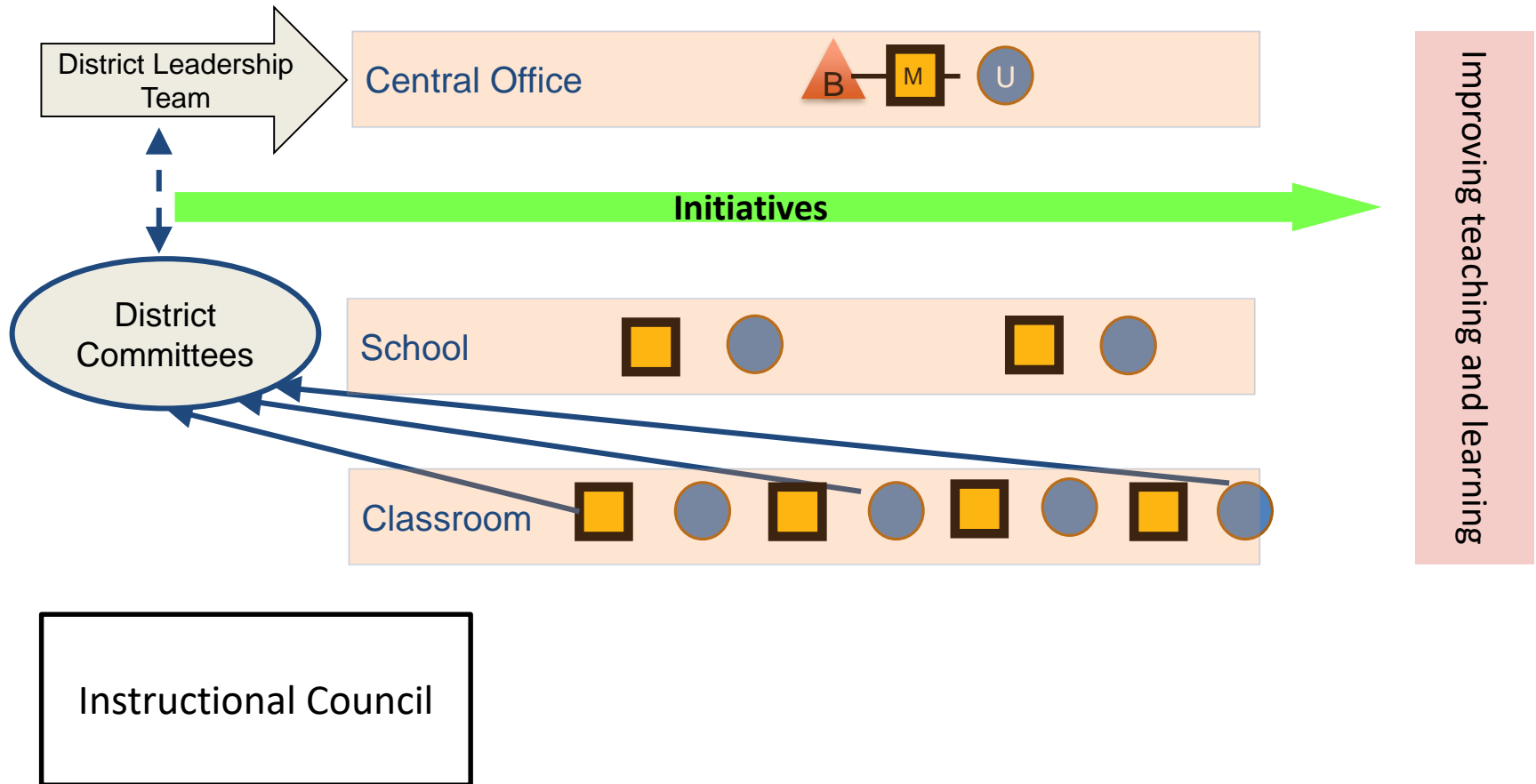
Labor-Management Climate Survey

(Dr. Rubinstein, Rutgers University)

Conditions for success	Moss (pK-K)	Campbell (1-4)	Edgar (5-8)	MHS (9-12)
Peer collaboration	=	=	-	-
Discretion	=	=	=	+
Goal alignment	=	+	=	=
Shared decision-making	=	=	-	-
Psychological safety	=	+	=	=
Efficacy perceptions	=	=	=	=
Resource access	=	=	=	=

(Compared w/ other like schools) Each is working on raising one – to = (or one = to +)

District Level Collaboration



District Leadership Team (DLT)

- Membership for 17-18
 - MEA president
 - Four (4) teacher reps, one from each DLT
 - Superintendent
 - Assistant Superintendent
 - Board of Ed president
 - Board of Ed vice president

School Leadership Teams (SLT)

- Moss
 - #1: establish peer collaboration time
 - #2: disruptive, challenging student behaviors
- Campbell
 - #1: disruptive hallway transitions
 - #2: Improve music lesson schedule
 - #3: support needs of all students (examine LOW math classes in grades 3 and 4)
- Edgar
 - Format, topics of advisory program sessions (year long)
- MHS
 - Parent-teacher conference schedule
 - At-risk students, advisory program

A-ha Moments

- Crisis? (yes, all of facing a crisis in public education)
- That first summer – district committees
- Calendar committee fiasco
- 7-point decision making continuum (Yes!)
- Board of Education involvement (commitment)
- A single inquiry model for all problem-solving
- The WHAT vs the HOW

District Committees for 2016-2017

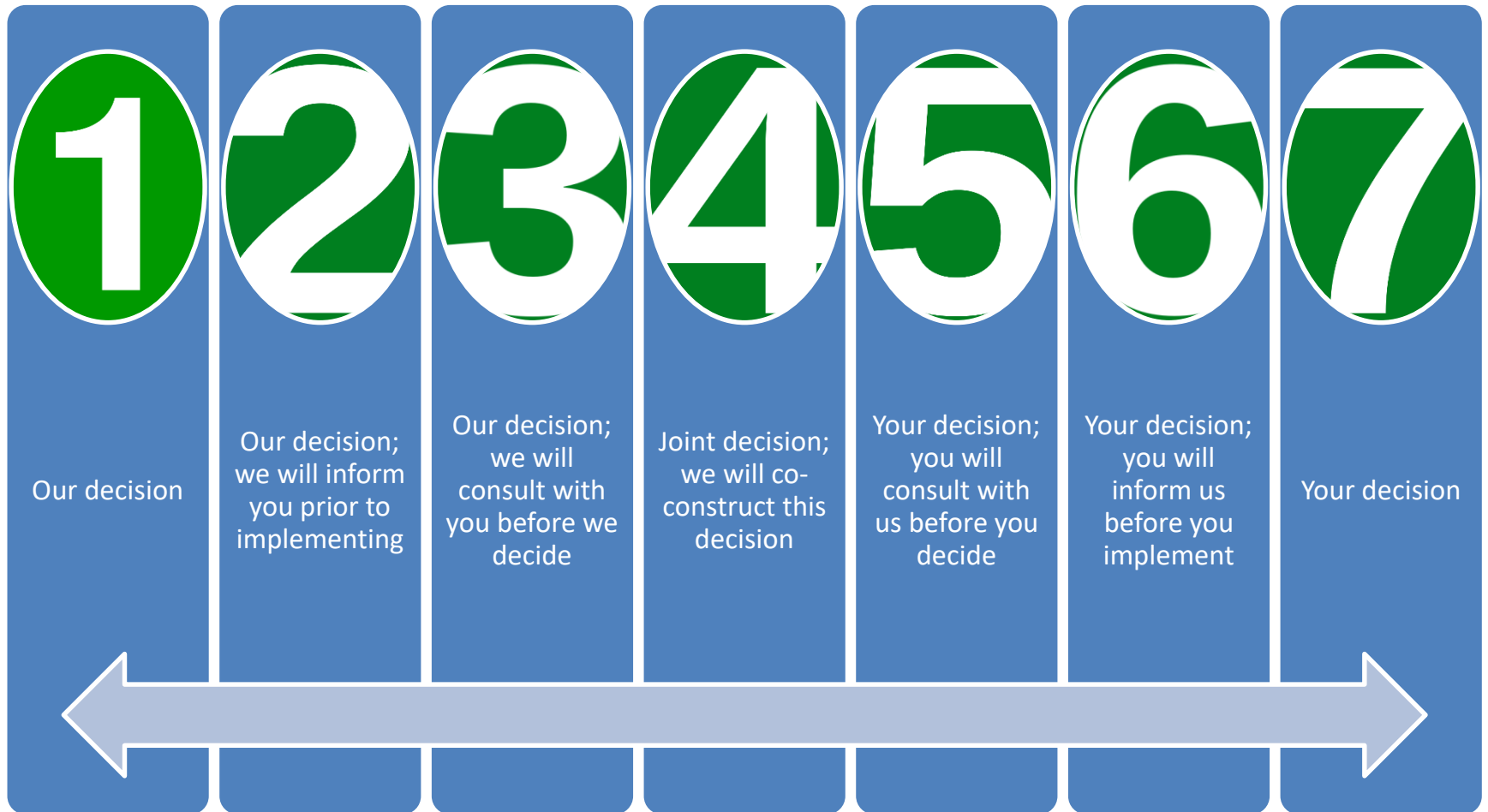
Group A	Group B
9/28, 11/30, 1/25, 3/22	10/26, 12/14, 2/22, 4/26
DPDC – DeSimone, Logan	District Goals – Cathcart, Karger
Service Learning – Kamin, J.Anderson	DEAC – Stike, Miller
Technology - Powers, Little	Budget – Capra, Robbins
Schools of Character – Kirschner, Cheung	Policy – LaFauci, Volosin
Homework – Henn, Gil	Literacy – Porowski, S.Anderson

Alignment of district and board of education committees (16-17)

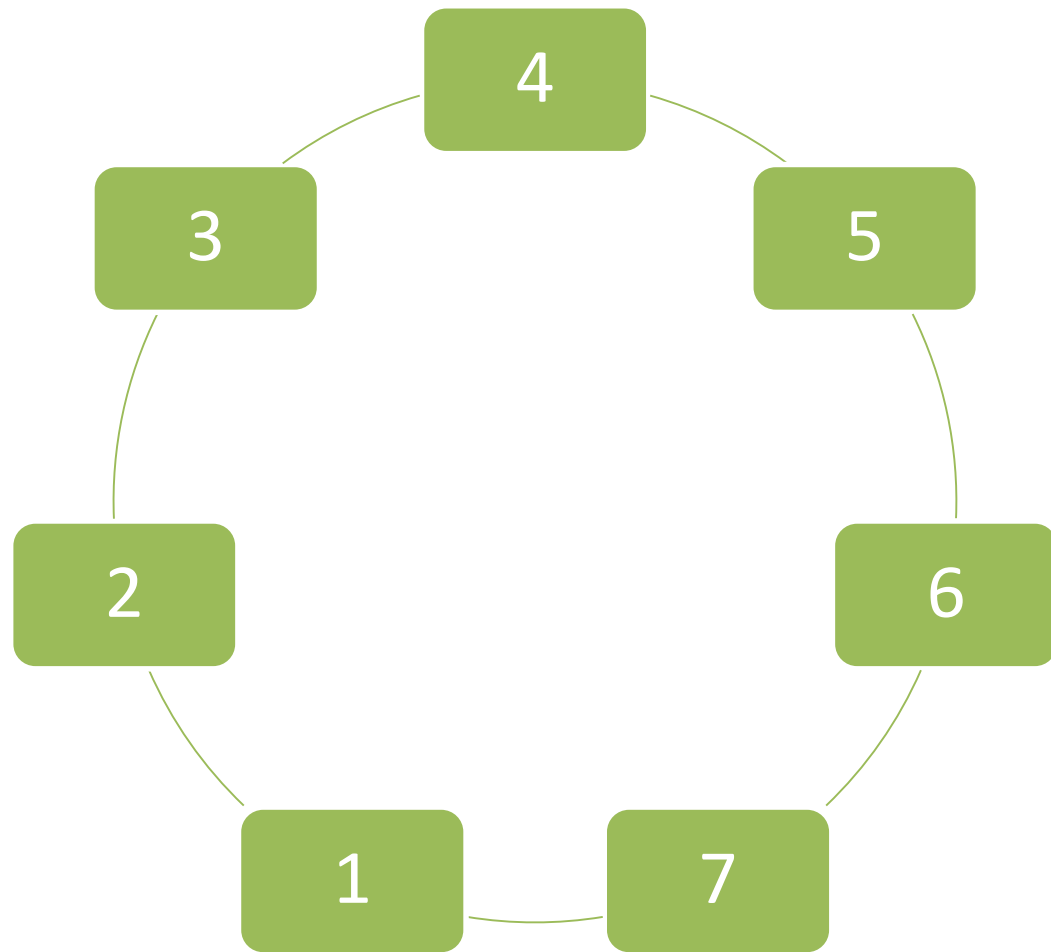
District Committee	Board Committee
Technology – Powers, Little	Technology
Service learning – Kamin, J.Anderson	Curriculum
Homework – Henn, Gil	Curriculum
DPDC – Desimone, Logan	Curriculum
School of Character – Kirschner, Cheung	Policy
Policy – LaFauci, Volosin	Policy
Literacy – S.Anderson, Porowski	Curriculum
Budget – Capra, Robbins	Finance
District goals – Cathcart, Karger	Policy
DEAC – Stike, Miller	Policy

7-point decision making continuum

(Consortium for Educational Change, 2013)



An alternate look at the 7-point decision making continuum (Metuchen, 2017)



**Metuchen's Common
Inquiry-Based Research Cycle**

Threaded by
Metuchen Achievement Coaches
and Adapted from:

Action Research Processes:

NJDOE Evidence-Based Conversations
NYU Metropolitan Center for Urban Education
Action Research Process
Kemmis & McTaggart's Action Research Model

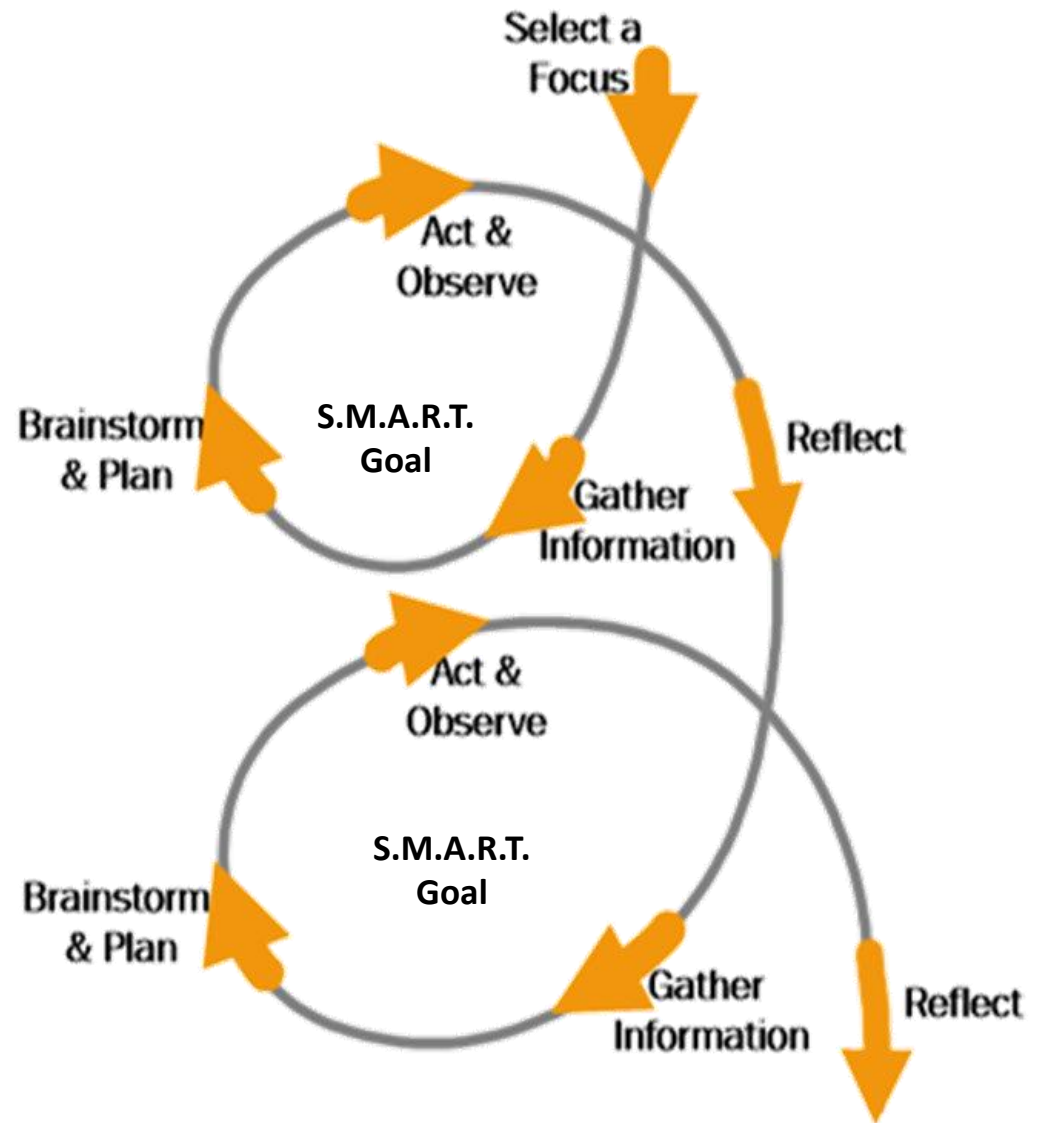
Social Problem Solving Models:

Dr. Maurice Elias, Rutgers University
Dr. Myrna Shure, Drexel University
Moss School Teachers' Common Core Problem
Solving Model

SGO Processes:

NJDOE SGO Process
James Stronge SLO Process

**Collaborative School Leadership
Problem solving and Shared Decision Making process**



DEAC Committee 17-18

District Evaluation Advisory Committee

- Review of “Stronge Plus” and discussion regarding the clarification of language
- “Look fors and Red Flags” document review and dissemination to staff
- Administrative Triads – what are they, why do Administrators do them? Are we being reviewed by two people? Does it count for two observations?
- Number of required observations from the state? Number of required observations in Metuchen? Why are these numbers different and what is the staff response?
- Documentation Log purpose and creation – What should we include? What are Administrators looking for? Are there guidelines? (Stronge list of exemplars provided to committee)

Literacy Committee 17-18

What We've Discussed:

- Balanced Literacy Overview
- Self Study to Determine Areas in Need of Exploration
- Phonics/Phonemic Awareness
- Listening and Speaking
- Comprehension Assessment





*Hands of Hope For The Community, Inc.
Food Pantry & Soup Kitchen*



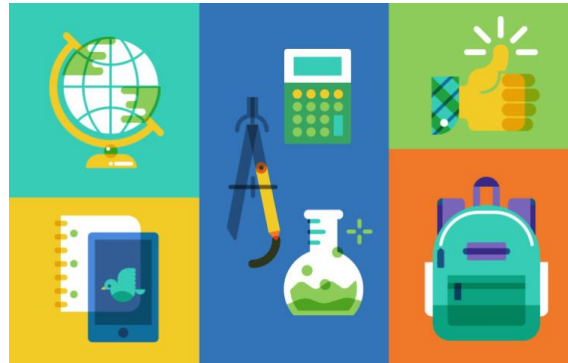
Service Learning Committee
17-18
Rosann Kamin,
Julie Anderson

District Professional Development Committee 17-18



Past

Breaking away from
"one-size fits all" PD



Present

Offering choice of year-
long tracks for in-depth
PD

Chris DeSimone -- co-chair
Karen Logan -- co-chair
Patricia Glave, MHS
Kathleen Keers-Nolde, Campbell
Christina Spring, Moss



Future

DPDC will study new
models for
differentiated PD

Policy Committee 17-18

- Our first year!
- Provided a forum for teachers to share feedback about current policies (i.e. 3283 - Electronic Communication Between Teaching Staff Members and Students)
- Allowed teachers to offer input on upcoming district policies (i.e. Option 2).
- Allowed teachers to become more comfortable reading and breaking down district policies and more familiar with policy language in general
- Addressed a district need by advocating for all faculty members to have access to Strauss-Esmay
- Next Steps: Work on better coordinating with the BoE's Policy Committee so we can be discussing the same policies at the same time
- Thank you to all the committee members and to all the staff members who provided feedback on policy topics

Budget Committee 17-18

To gain a fundamental understanding of the budget process, allocations, and expenditures through an in-depth review of the line items (appropriations), revenues and tax impact.

Overview

	Budget Preparation Timelines	Technology Needs and Costs
	School Highlights	Curriculum Costs and
Goals		
	Facility and Safety	Athletics and Co-
Curricular		

Conclusions

Questions Regarding the Usefulness of Large Group Budget Committees
Need for Teachers to Have More Direct Access to Decision Makers for Large Scale Projects
(Board of Ed. Members and Committees, Superintendent)
Need for Teachers to Have Direct Access to School Decision Makers
School Based Budget Committees

District Goals Committee 17-18

Suggestions include:

- Redesign the health and physical education curriculum to support a lifetime of wellness through fitness and challenge activities and nutrition education
- Expand EBCE to support students with interests in career exploration
- Career fair at MHS designed by students with interests in career exploration
- Committee to explore options for additional counseling services or group counseling services
- Explore advisory- voluntary for students and teachers
- Guidance department present on approaches to discussing emotional topics with students
- Develop scheduling to provide common planning time for teachers

Technology Committee 17-18

G Suite Office 365

✓ trialed and evaluated

Use End of year student survey

✓ Tech very important to

✓ Classes are more inter

✓ I can apply my learning

Rob school: 69.1%

May In-Service

✓ 63 staff members trained in Google Classroom

✓ Strategies for 5th & 9th grade teachers whose students will be first time 1:1 tech users; trialed kytelearning.com

✓ Discussed need for technology PD throughout the school year, on as-

Plan, e, was DE

(schools)

ing environment

65.7%

technology at the system

Surveyed Tech

re:

upgrades

✓ Upgrades deferred

Learning

Data and Privacy

✓ Contact PTO about Chromebook cover fundraiser

✓ Drafted Parent-Student Agreement for Chromebooks

Budget and Resources

✓ Another site visit to observe a successful 1-1 implementation

Community Partnerships



Homework Committee 17-18

What did we do?

- Year 1: Information Gathering
 - Surveys and Interviews
 - Homework Forums to gather community input
 - Research: Journal articles, press articles, other districts, etc...
- Year 2: Analyze and Share
 - Belief statements,
 - PD recommendation,
 - Interim report Feb. 2017
 - Professional Dev. during May 26 In-service



District Schools of Character Committee 17-18

Highlights of our work include:



- ☐ Review Campbell's Character Ed initiatives and application in preparation for submission to Character.org
- ☐ November 16, 2016 – Submitted Campbell's application
- ☐ January 26, 2017 – Recognized as a 2017 New Jersey State School of Character
- ☐ March 6, 2017 – Presented School of Character initiatives to members of the district policy committee
- ☐ March 16, 2017 – Site visit for consideration as a National School of Character
- ☐ May 8, 2017 – Recognized as a 2017 National School of Character
- ☐ May 15, 2017 – Received a Promising Practice Award for Identity Day
- ☐ May 19, 2017 – NJASECD recognition ceremony / annual conference at Rider University
- ☐ May 23, 2017 – Recognized by the Metuchen Board of Education as a State and National School of Character



Receiving our banner and plaque at the njasecd conference

