



# PUBLIC SCHOOLS

MILTON, MASSACHUSETTS 02186

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To: Milton School Committee  
From: Mary C. Gormley  
Superintendent  
Topic: Self Evaluation/Reflection of School Year 2009-2010  
Date: September 17, 2010

First, I want to thank the current members of the Milton School Committee along with previous member, Beirne Lovely, for the guidance and support I have received over the past year. Each of you provided me with honest and valuable advice, guidance and direction on issues related to School Committee policies, budget and the successful operations of the Milton Public Schools. I would like to add a special thank you to Chairperson Lynda-Lee Sheridan for representing the committee and communicating with me on a daily basis.

Below is my self-evaluation in each of the goals/areas I established for the 2009-2010 school year. I have outlined accomplishments and areas that need to be strengthened in each of the fields. I have incorporated the areas to be strengthened into my FY11 Goals. I welcome and value your comments, suggestions and evaluation of my performance as your Superintendent of the Milton Public Schools.

## **I. Improve Student Achievement and Close the Achievement Gap for Subgroups**

Students in the Milton Public Schools continued to achieve and excel in their academics. Student achievement is evaluated through a variety of assessments.

Improving student achievement is the primary goal of the Milton Public Schools. The achievement goal impacts all of our objectives, staffing and budget priorities and decisions. Student achievement can be evaluated through standardized tests, teacher assessments, grade level assessments, and the indicators listed below. Improving student achievement and maximizing the individual potential of every student in the Milton Public Schools must drive every decision and policy we make.

- A. The improvement in achievement of Milton Public Schools' students can be evaluated through the following indicators. I have summarized and given attachments where appropriate.
  1. MCAS/AYP (September 22, 2010 School Committee Presentation)
  2. SAT (attached)
  3. PSAT
  4. Advanced Placement Enrollment and Results (attached)
  5. Post Secondary Plans (attached)
  6. Graduation Rates

7. Student and Staff State and National Recognition/Awards
8. Grade Level Assessments – significant progress was made in the following areas:
  - a. Elementary Math
  - b. Middle School – all subjects
  - c. High School – all subjects

B. The following system-wide initiatives were implemented to increase student achievement:

1. Unit B Reorganization to better supervise teachers/staff and lead all departments
2. Milton Foundation for Education funded Saturday Program (Grades 4-8)
3. Tucker Achievement Initiatives
  - a. Title 1 Before School Math Classes for students
  - b. Pinnacle Learning Centers sponsored Saturday Program for Tucker students
4. Mentoring/Leadership Programs for Pierce Middle School and Milton High School students
5. Instructional Initiatives
  - a. Emphasis on writing/open response (elementary and middle)
  - b. Development of Elementary Math Assessments at every grade level
  - c. Inclusion- 97% of students with special needs are fully included with their non-disabled peers on a daily basis. This is primarily due to the growth of the elementary co-taught model and the Middle School Team Taught Inclusion Program. There are currently a total of 11 elementary co-taught classrooms at the Tucker, Glover and Collicot schools. There are 6 Team Taught Inclusion classrooms at Pierce. With the development of this model more than 100 students who would have otherwise been “pulled out” for services are now educated with their non-disabled peers in the regular classroom setting. These models have also made it possible to keep students who might otherwise need placement in private out-of-district programs remain in their home school communities.
    - i. Elementary Language Based Program
    - ii. Elementary Emotionally Disturbed Program
    - iii. Elementary Developmentally Delayed Program
    - iv. Elementary Co-Taught Program
    - v. Pierce Middle School Special Education Programs
    - vi. Milton High School Education Programs

The school system has created Special Education programs at all levels to meet the educational needs of all our students resulting in reducing the number of Out-Of-District Placements to 46 on June 30, 2010 from 54 on July 1, 2009. The district has a responsibility to create programs that will challenge and meet the needs of all of our students.

Highlights include:

1. Special Education
  - a. Elementary
    - i. Expansion of the Pre-School Program
    - ii. Co-Taught Program - Completion of the co-taught model through grade five at the Glover Elementary School and through grade three at the Tucker Elementary School
    - iii. Language-Based Model
    - iv. Emotionally Disturbed and Developmentally Delayed Models
  - b. Middle School Programs
  - c. High School Programs
2. MCAS Support Classes at all levels
3. Debate Team at Milton High School

4. Milton Foundation for Education Saturday Program
5. Pierce Middle School After-School Program Offerings
6. Tucker Title 1 funded Before School Math Initiative
7. After-School Alternative Program at Milton High School
8. Through creative scheduling and not having to increase the school budget, the MPS restored music class to once a week at all grades for all elementary students. The important restoration of music taught once a week by a certified music teacher was achieved by integrating Future Problem Solving into the existing library schedule and using the personnel savings to hire music personnel. Art at the elementary level remains only a half year program.

**Areas to Strengthen:**

C. The following are areas that the Milton Public School system will continue to strengthen in the 2010-11 school year:

1. Achieving Adequate Yearly Progress on all English and Math MCAS results in the aggregate and for all subgroups at all grade levels in all schools.
2. Increase the number of students taking Advanced Placement tests while maintaining the level of college credit scores of 3, 4 or 5 on the test.
3. Work with our academic leaders and teachers to align our curriculum with the Common Core State Standards
4. Expand Inclusion of Special Education Students/Programs
5. Create and build programs that challenge each of our students in the academic, athletic and extra-curricular areas.
6. Continue to provide creative Professional Development programs.
7. Continue to create grade level assessments for all disciplines.

D. Examples of initiatives that will be implemented in the 2010-11:

1. Milton Foundation for Education funded Saturday Program
  - a. Expand enrollment
  - b. Include enrichment offerings
2. Mock Trial at Milton High School and Pierce Middle School
3. Expand Debate Team to Pierce Middle School
4. Sessions at all levels for students at risk of failing MCAS
5. Advanced Placement student participation and achievement; playing to our strengths to expand our culture of achievement and high expectations
6. Special Education programs to meet the needs of our students
7. Student Mentoring Programs at the middle and high schools
8. Primary Grades (K,1,2) Art History Docent Program
9. Elementary Math and K-8 Technology Coordinator's leadership and emphasis on integrating technology into all disciplines at all grade levels.

**II. Strengthen Communications and Build Relationships**

A. Milton Educators Association and Administrators

A strong relationship based on mutual respect exists between the MEA and Superintendent.

1. The MEA reopened their current contract and renegotiated a new three year contract.
2. All grievances settled at Levels 1 and 2.

## **Area to strengthen:**

1. Continue to strengthen the lines of communication, collaboration and strong working relationship between the Milton Educators Association and the Leadership Team.
2. Establish a joint committee of administrators, teachers/staff and parents/guardians to examine and evaluate the use of EdLine as a communication tool between parents/guardians and teachers/staff and establish new and higher standards.

### **B. Superintendent and Parents/Guardians**

The Milton Public School system is fortunate to have such dedicated, supportive and caring parent(s)/guardian(s). Below is a list of some instances where parent/guardian participation has been noteworthy.

#### **1. Superintendent's E-mail Blast**

The success of this communication is amazing to me as it has increased volunteer participation and improved response time from parents/guardians on pertinent issues. Parent, guardian, and staff response has been overwhelmingly positive and their comments give testimony that this vehicle builds community support and spirit.

Parents/guardians responded and volunteered their expertise to the following "Requests for Help" in the Superintendent's E-mail Blast:

- a. Fifteen parents to serve on Grant Review Committee (four meetings a year)
  - b. Four parents with expertise in security/cameras served as resource for Business Administrator in developing proposal
  - c. Twenty-five parents/lawyers volunteered to assist with Milton High School's Mock Trial Program
2. PTO Presentations (Central Office personnel and School Committee on budget)
  3. Superintendent's Monthly meetings with PTO Presidents
  4. Presentations and work with the Boosters on fundraising
  5. Superintendent's Involvement with the Special Education Parent Organization
    - a. Attended monthly PAC meetings during the second half of the school year
    - b. Worked with PAC Leadership to set up Informational Meetings for Parents at the Pre-School and Middle School levels

## **Areas to strengthen:**

1. Continue to publish the Superintendent's E-blast to strengthen the sharing of information at a district-wide level.
2. Encourage principals and teachers to strengthen their communications with parents/guardians.
3. Set up quarterly meetings of all Site Councils to share ideas and to discuss issues.
4. Work collaboratively and communicate often with the Special Education PAC during the recruiting, screening and hiring of a new Director of Pupil Personnel Services.
5. Respond and work with parents and community members who want to initiate crew and rugby as clubs at Milton High School at no cost to the Milton Public School budget. In the case of crew, using an existing and successful model that has worked for students at Wayland and Weston High Schools for over ten years.

### **C. Schools and Community**

1. Partnerships created and strengthened between:

- a. MPS and Senior Citizen Volunteers -Fuller Village Volunteer Program initiated involving 20 volunteers in MPS classrooms.
- b. MPS and Citizens for A Diverse Milton – Two system-wide meetings involving CDM and each school’s Diversity Committee on improving student involvement in school.
- c. MPS and Celebrate Milton
- d. MPS and Milton Hospital
  - i. Milton Hospital’s representation at monthly Milton School Committee Wellness Subcommittee Meetings
  - ii. Milton Hospital Community Grant
- e. MPS and Milton’s Heads of Private and Parochial Schools – Superintendent chairs Quarterly Meetings on common issues at different school sites.
- f. MPS and Council on Aging
  - i. Tucker Grade Three Pen Pal Program
  - ii. MHS Debate Team’s use of Council on Aging Van
- g. MPS and Curry College
  - i. \$7,000 donation to support Milton Athletic Program
  - ii. Hosted Milton Public School’s New Teachers Session Orientation Day and Administrative Strategic Planning Session.
- h. MPS and Town Groups through E-mail Blast
  - i. Other Town departments such as the Library, DPW, Council on Aging and the Milton Police use the Superintendent’s E-mail blast as a method of publishing information to parents.
- i. MPS and Milton Police Department
  - i. The Milton Police Department and MPS have a strong working relationship. The Milton Police worked closely with our administration, faculty and parents throughout the Stay-in-Place procedures during the last school year.
- j. Three local landscapers adopted and maintained the school grounds:
  - i. Coulter Landscaping adopted Tucker Elementary School
  - ii. Driscoll Landscaping adopted Collicot and Cunningham Schools
  - iii. Eagle Farms adopted Milton High School Driveway Entrance Island
- k. Milton Foundation for Education – Superintendent serves on the MFE Board, attends monthly Board Meetings and works collaboratively to support the MFE.

**Areas to strengthen:**

1. Continue to explore further opportunities for collaboration between school and community.
2. Build partnerships between MPS and local universities and colleges.
3. Work with the School Committee to develop a Policy on Communications/Public Relations with the press/websites.

**D. Schools and Town Hall**

The Central Office of the Milton Public Schools has worked hard to develop strong working relationships with the following groups through the following programs and relationships:

1. Consolidated Facilities Subcommittee
2. Building Working Relationships with:
  - a. Town Administrator
  - b. Warrant Committee
  - c. MPS Business Administrator and Town Treasurer and Town Accountant
  - d. Central Office (Superintendent, Assistant Superintendent and School Business Administrator) attendance at monthly Town Hall Department Head Meetings

**Areas to strengthen:**

1. Milton Public Schools' Involvement in Consolidated Facilities Department
2. FY12 Budget Development
3. Work collaboratively with Town Hall to implement Integrated Payroll & Personnel System.

**III. To work collaboratively with the Milton School Committee to implement their policies and to advance a challenging and comprehensive pre-school through Grade 12 Public School System**

- A. The Subcommittee structure put in place by the School Committee has proven to work very effectively to improve the school system. The subcommittee also taps the strengths and interests of the individual School Committee members and has provided me with sources of support, guidance and direction.
1. Finance Subcommittee – biweekly
  2. Health and Wellness Subcommittee – monthly
  3. Policy Subcommittee – as needed
  4. Facilities Subcommittee – Business Administrator – monthly
  5. Consolidated Facilities Subcommittee - biweekly
- B. Successful negotiations with Milton Educators Association and Milton School Committee which led to the ratification of a three year contract.
- C. Developed the system's Strategic Plan with the Leadership Team and the same goals were used by each of the school's Site Councils in developing their School Improvement Plans.

These goals include:

1. Improving Student Achievement
  2. Improving Instruction
  3. Budget
  4. Communication
- D. Elementary French Immersion Study Committee, Recommendations and Implementation
- E. Curriculum Review Teams
- F. Full Implementation of Tuition-based Full-Day Program
- G. Worked with staff to prepare for fall of 2010 Coordinated Program Review
- H. Worked with Milton High School staff to prepare for 2010 Self-Study Year prior to 2011 New England Association of Schools and Colleges visit
- I. Worked with staff to prepare for the implementation of the School Committee's Bullying Policy

**Areas to strengthen:**

1. Continue to work collaboratively with the School Committee's Subcommittees
2. Initiate a committee to review School Choice and make a recommendation to the School Committee regarding Milton's involvement in School Choice

3. Continue to review and develop administrative policies around Student Assignment at the elementary level
4. Lead the system through the following external reviews:
  - a. Coordinated Program Review
  - b. New England Association of Schools and Colleges
5. Fully implement the law and the School Committee's Bullying Policy
6. Pilot new Curriculum Review Model

**IV. To work collaboratively with the School Committee to communicate the budget needs of the Milton Public School to the community.**

Working collaboratively with the School Committee, SC's Finance Subcommittee and the Warrant Committee has been one of my priorities and successes. My goals in this area are to:

- A. Clearly articulate and communicate the budget needs of the MPS to the community, Town Meeting, Warrant Committee, parents and staff.
- B. Build support among all constituencies for the MPS budget.
- C. Work collaboratively with the School Committee's Finance Subcommittee to develop, implement and monitor the Milton Public School budget. Our Central Office team attended over 30 Finance Subcommittee Meetings between September 2009 and August 2010.
- D. Work collaboratively with the following groups to develop a fully transparent and responsible FY12 Milton Public School budget:
  1. Warrant Committee
  2. Town Meeting
  3. Town Hall
- G. Work with the following groups who donate generously to the Milton Public Schools:
  1. Milton Foundation for Education
  2. Boosters
  3. Curry College
  4. Copeland Family Foundation
  5. Outdoor Classroom Organization
  6. PTO's
- H. Continue to make annual budget MPS presentations to:
  1. PTO's
  2. Warrant Committee
  3. Staff
- I. Demonstrate fiscal responsibility and transparency
  1. Fiscal transparency is demonstrated with a Monthly Expenditure Reports of ALL Funds to the Finance Committee with quarterly text analysis of projected expenditures to budget from the Business Administrator. This practice has improved transparency and helped make oversight a more proactive consistent habit in the decision making process.
  2. Fiscal Responsibility is typically demonstrated by living within the budget or spending plan for the fiscal year. Strong fiscal responsibility is demonstrated by making adjustments to items so we get the best value for the tax and grant dollars we are entrusted to expend. There are budget items we can exercise significant control over and some items we are obligated to expend resources to meet legal or regulatory criteria. There are some areas of the budget we can control

better than others, so those adjustments are made as the year progresses and opportunities arise to enhance or maintain the delivery curriculum or back into the operations of the system.

3. The success of the FY10 budget came from the combination of reducing the number of students we sent to out-of-district placements, energy savings, and the awarding, receiving and carrying forward of stimulus funds.
4. Examples of Creative fiscal responsibility and transparency include:
  - a. The \$1.1 million in FY10 SFSF grant (stimulus funds) carried forward \$ 780,000 to avoid layoffs and other budget reductions for FY11.
  - b. The expenditure reduction of out-of-district special education tuition was made possible by having quality in-district programs funded via the Special Education Stimulus grant, having a highly competent Director of Pupil Personnel Services and team that understands and helps the parent(s)/guardian(s) understand when staying in-district is best for the student, and having high quality regular education programs and teaching staff. We were able to carry forward a full year of Circuit Breaker of \$700,000 and prepaid about \$375,000 in out-of-district tuitions. Practices we hope to maintain to some extent each year going forward.
5. Athletic Budget
  - a. Meetings, demonstrated 70% of the budgeted funding comes from user fees, student fundraising, administrative fundraising and Boosters
  - b. 2010-11 Fundraising Plan – indoor and outdoor banner sales, coordination of student fundraising, carry forward \$60,000 to start the year than last year
6. Budget, Finance Agenda, Expenditure Reports posted on the Milton Public School Website
7. Restructuring of Unit B
8. Facilities Subcommittee  
Cost savings ideas and implementation of:
  - a. Removal of personal appliances
  - b. Locking in the commodity portion of heat and electric bills
  - c. HVAC preventative maintenance, fan/motor turn offs
  - d. Utilizing NSTAR rebate to procure more efficient ballasts and bulbs in Milton High School's Copeland Family Field House.

#### **Areas to strengthen:**

1. To work collaboratively with Town Hall to implement a Fully Integrated Accounting and Personnel System
2. To work with Town Hall and MHS personnel to restructure MHS's Student Activities Account
3. Develop a sound FY12 Milton Public School Budget
4. Effectively manage the Stimulus and Jobs Bill funds
5. Eliminate student fees for Clubs/Activities at Pierce Middle School and MHS

#### **V. To recruit, hire, evaluate and supervise an outstanding leadership, instructional and support staff.**

- A. Personnel is an area of strength for the Superintendent and the Milton Public Schools. I believe that hiring outstanding administrators who hire outstanding teachers is integral to the success of the district and that of each student in the Milton Public Schools. The hiring, evaluating and supervising of the educators who lead our schools, lead our departments and most importantly teach our students are my priorities.

The Principal is the educational leader and responsible for setting high standards within the school, establishing the climate and working collaboratively with parents, guardians, and staff to assure the academic success of all students. I have worked hard to provide vision, leadership,

guidance and support to our Central Office Team and Leadership Team of Principals always including our Administrator of Pupil Personnel Services in all meetings and decisions.

The curriculum leaders are responsible for working with the teachers to develop the curriculum. They are responsible for planning, creating and leading innovative and challenging professional development. These administrators are “key” in leading our curriculum development and improving instruction which combine to increase student achievement.

The teachers and support staff must work to inspire their students to achieve at the highest level possible. I work with our principals and curriculum leaders to set high standards for each of our teachers and support staff, I work hard to provide them with the vision, support and instructional supplies necessary for them to success in our classrooms, athletic fields and schools.

- B. The addition of Milton’s new School Business Administrator to our Central Office team has created a well respected and knowledgeable Leadership Team for the district. John Phelan and Matt Gillis are respected in the district and the state in their respective fields. The Milton School District and I are very fortunate that each of these professionals selected to build their careers here in Milton.
  
- C. Through the excellent work of several Screening Teams made up of administrators, teachers and parents I appointed three elementary school principals and the following Unit B personnel during the last fourteen months. These administrators bring a wealth of knowledge, experience and enthusiasm to the Milton Public Schools and will set high standards MPS teachers/staff and students. The integration and mentoring of these individuals are priorities for me and for the success of the Milton Public Schools. Openings in four of these key administrative positions provided me the opportunity to work with the MEA to create new titles and lines of responsibilities to better serve the district. The appointments included:
  - 1. Tucker Elementary School Principal
  - 2. Cunningham Elementary School Principal
  - 3. Glover Elementary School Principal
  - 4. K-12 Science Director (restructured position)
  - 5. Pierce Middle School Assistant Principal
  - 6. Pierce Middle School Curriculum Coordinator (restructured position)
  - 7. Elementary Math Coordinator and K-8 Technology Director (restructured position)
  - 8. Milton High School Math, Business and Technology Director (restructured position)
  
- D. Recruiting, Hiring and Supervising
  - 1. Recruiting and Hiring outstanding teachers/staff/administrators are priorities of the Superintendent and District
  - 2. Successful second year of the MEA agreed upon Evaluation Model
  - 3. Outstanding and Formal Teacher Mentoring Program

**Areas to strengthen:**

- 1. Provide the Vision, Leadership, Guidance and Mentoring to MPS’s new and veteran teachers/staff and administrators.
- 2. Continue to strengthen Supervision and Evaluation Practices.
- 3. Work to further diversify staff at all levels.
- 4. The appointment of a new Director of Pupil Personnel Services is a priority for the district.

