

# **Superintendent Goals for 2023-2024**

**Jennifer C. Willard**

**As in years past, my goals are aligned with the District Strategic Plan.**

**Goal 1: To improve literacy across the District, I will continue to work collaboratively with administrators on a three-year initiative around the Science of Reading in conjunction with providing new high quality instructional materials. The intended outcome will result in teachers having an enhanced knowledge around reading and students making at least one year of growth evidenced by District Assessments. (Acceleration Roadmap aligned) (Student Learning Goal)**

## ***Key Actions***

1. Provide opportunities for teachers to engage in professional development aligned with our District Strategic Initiative- Guaranteed and Viable Curriculum.
2. Provide professional development that will focus on phonics in the early grades and comprehension through the development of background knowledge and vocabulary in the upper grades.
3. Hold quarterly meetings with Director of Curriculum and Instruction on the progress of initiative and next steps.
4. Participate in learning walks at building level to gather data on changes in instructional practice.
5. Support administrators on initiative progress during monthly leadership meetings.

## ***Benchmarks***

1. PD calendar with specific professional development aligned to initiative- specifically Hill for Literacy
2. Mid-Year presentation to SC on student growth using District approved screeners, common assessments
3. Collaborative day professional development offerings
4. Beginning of year presentation to SC on student growth using District approved screeners, common assessments

## ***Focus Indicator: Instructional Leadership***

1-F- Student Learning- Demonstrates expected impact on student learning based on multiple measures of student learning, growth, and achievement, including student progress on common assessments and statewide student growth measures where available.

III-C- Communication- Engages in regular, two way, culturally proficient communication with families and community stakeholders about student learning and performance, that is provided in multiple formats and reflects understanding of and respect for different families' home languages, culture, and values.

Evidence: District Wide Assessment Calendar  
Common Assessment Data  
List of parent teacher conference dates  
Samples of principal newsletters where they explain what students are learning

**Goal 2: At the beginning of the year, I will support administrators in creating meaningful, actionable, and measurable professional practice goals around using data in real time and how to use that data to support student learning. (Acceleration Roadmap aligned) (Professional Practice)**

***Key Actions***

1. Meet with building administrators to discuss Beginning of Year benchmark data and set student learning growth goals.
2. Conduct a minimum of three meetings with building administrators to discuss building progress towards established goal. Adjust action plan if necessary.
3. Review instructional growth over the course of the year to determine next steps and targeted areas of focus for 2022-2023.
4. Use online assessments (iReady and in class end of unit tests) in preparation for mandated statewide testing.
5. Support administrators to develop and attain meaningful, actionable, and measurable professional practice and student learning goals.

***Benchmarks***

1. Calendar of benchmark assessments with opportunities for online assessments
2. Dates of meetings with administrators
3. Beginning of year and mid-year presentations to school committee on student growth

***Focus Indicators: Instructional Leadership***

IV-D- Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt instruction and achieve improved results, as evidenced by:

1. Supporting regular opportunities for administrators and teams to reflect on and collaborate around the effectiveness on a wide range of practices related to instruction and student learning and
2. Engaging in their own continuous learning to improve leadership practice.

I-E- Data-Informed Decision Making: Using multiple sources of evidence related to student learning- including state, district, and school assessments results and growth data- to inform school and district goals and improve organizational performance, education effectiveness and student learning.

1-D- Provides effective and timely supervision and evaluation of all staff in alignment with the state regulations and contract provisions.

Evidence: District Wide Assessment Data  
Report on District Assessments  
District/ School Improvement Plans

**Goal 3: To align our current policies with the Education Reform Law of 1993, I will work collaboratively with the Policy Sub Committee to update our policy manual with a lens on equity. (District Improvement)**

***Key Actions***

1. Work with MASC on a systematic approach to updating policies.
2. Meet with MASC and set realistic timelines for completing this initiative
3. Remove administrative procedures from policy.
4. Create a procedure manual for District use.

***Benchmarks***

1. Updated policies aligned with Ed Reform of 93

***Focus Indicator: Management and Operations***

II-D- Environment- Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.

Evidence: List of updated policies

**Goal 4: Over the course of the year, I will work closely with town leaders to educate and provide up to date financial costs on the anticipated FY25 school year budget with specific attention to out of district special education, out of district vocational costs and necessary positions once funded out of ESSER grants (Special Education related). (District Improvement)**

***Key Actions***

1. Work with our school committee finance sub-committee on topics that are needed to help new members understand the school budget.
2. At November Roundtable, inform members on our E and D and our School choice balances.
3. Provide opportunities for members to ask questions ahead of budget season and provide answers in a timely manner.

4. Join the Rural School Coalition and advocate for Rural School Aid
5. Bring a fiscally sound budget to the towns to meet the needs of our students without the additional ESSER funding.

**Benchmarks**

1. Share out at SC meetings the outcome of meetings.
2. Budget prepared with clear answers for areas that have grown significantly.

**Focus Indicator: Management and Operations**

II-E- Fiscal Systems: Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district/school-level goals and available resources; and effectively communicates budget rationale to staff, community members, municipal stakeholders, and the school committee. Provides regular updates on implementation of the budget.

III-

Evidence:        Presentation Materials  
                      Dates of Presentations  
                      Completed Budget