

## SUPERINTENDENT'S GOALS ~ 2019-2020



~ **Standard I: Instructional Leadership** – The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.

During 2019-2020, I will provide leadership that will impact instruction and student learning in our District through:

**Indicator I-A. Curriculum** – Ensure that Faculty and Staff assess progress across all schools and content areas to make certain that all instructional staff implement effective and rigorous standards based units of instruction.

**Indicator I-B. Instruction** – Through observations and feedback to Directors/Principals, the Superintendent will monitor and support instructional staff to ensure that there are common and well-defined learning outcomes with a focus on depth and critical thinking skills, and that there is the development and implementation of differentiated, innovative, and student-centered instructional practices.

**Indicator I-C. Assessment** – Through observations and feedback to Directors/Principals, the Superintendent will monitor and support instructional staffs' practices that include the use of a variety of assessment methods to measure student learning and to provide targeted interventions that meet individual student needs and increased opportunities for inclusion.

**Indicator I-D. Evaluation** – The Superintendent will ensure that Directors/Principals provide effective and timely evaluations of all faculty and staff that align with state regulations and negotiated contracts.

**Indicator I-E. Data-Driven Decision Making** – The Superintendent with the support of the Administrative Staff will use various sources of student learning data including state, school, and District assessment results, to measure student growth, to design District goals and continuous improvement initiatives, to monitor faculty and staff effectiveness, and to align school improvement plans.

**Indicator I-F. Student Learning** – The Superintendent will demonstrate impact on student learning based on multiple measures of student learning, growth, and achievement.

~ **Standard II: Management and Operations – Promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.**

During 2019-2020, I will ensure a safe, efficient and effective learning environment. This includes:

**Indicator II-A. Environment** – The Superintendent will review and develop procedures and protocols for managing District operations to ensure efficient and effective practices. The Superintendent and Administration will develop and continually assess and improve the safety and security of current District facilities. Further, current safety procedures and protocols will be reviewed and updated to ensure that staff and students can work and learn in a secure environment.

**Indicator II-B. Human Resources Management and Development** – The Superintendent will monitor and support a District-wide approach to recruiting, hiring, induction, professional development and distributive leadership opportunities that supports retaining a diverse team of administrators and educators who provide high-quality and effective practices.

**Indicator II-C. Scheduling and Management Information Systems** – The Superintendent will empower and support the Administrative Team in the development and monitoring of schedules/systems that maximizes quality instructional time for students, optimal teaching time for faculty and staff, and provides regular opportunities for administrators to collaborate both within and across schools.

**Indicator II-D. Laws, Ethics, and Policies** – The Superintendent will provide resources and support for all school personnel to understand and comply with state and federal laws and mandates, school committee policies, collective bargaining agreements and ethical guidelines.

**Indicator II-E. Fiscal Systems** – The Superintendent will lead the Administrative Team through the budget development process and ensures that the budget aligns with the District’s vision, mission and goals while including stakeholder input. The Superintendent will proactively communicate budget rationale, and provide regular updates throughout the budget cycle.

**~ Standard III: Family and Community Engagement – Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.**

During 2019-2020, I will lead SBRSD in implementing key enhancements to improve community engagement. This includes:

**Indicator III-A. Engagement** – The Superintendent will promote and support practices that welcome and encourage all families and community members to actively participate in the District, the classroom, and the school community.

**Indicator III-B. Sharing Responsibility** – The Superintendent monitors and empowers the Administrative Team to regularly collaborate with families to address the whole child’s needs including academic, social, emotional, and behavioral needs, as well as connecting families to available resources and services.

**Indicator III-C. Communication**–The Superintendent will engage in and support administration in regular, two-way communication with families and the community stakeholders about student learning and achievement.

**Indicator III-D. Family Concerns** – The Superintendent ensures that all family concerns are addressed in a timely and effective manner throughout the District, promotes collaborative problem solving processes that are in the best interests of students.

**~ Standard IV: Professional Culture – Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.**

During 2019-2020, I will promote the success of all students by nurturing and sustaining a reflective practice, high expectations, and continuous learning for all staff including:

**Indicator IV-A. Commitment to High Standards** – The Superintendent will foster an environment that promotes a shared commitment to high standards and high expectations for teaching, learning, and achievement through on-going support and reference to the District’s vision and core values as part of the decision-making process, and by planning and leading meetings and conversations that engage District stakeholders in deliberations about key school matters.

**Indicator IV-B. Cultural Proficiency** – The Superintendent will ensure that District policies and practices enable staff and students to interact in a culturally diverse environment where backgrounds, identities, challenges and strengths are embraced with respect, guidance, and supports.

**Indicator IV-C. Communications** – The Superintendent will demonstrate strong interpersonal, written, and verbal communications through regular and informative outreach to staff, families, the School Committee, and the school community. The Superintendent will regularly seek and consider feedback in the decision-making process.

**Indicator IV-D. Continuous Learning** – The Superintendent will develop a culture that supports regular opportunities for Administrators and Teams to collaborate on best practices and the effectiveness of those related to instruction and student learning, and encourages them to engage in continuing to improve their own leadership practice. The Superintendent will model these behaviors in her own practice.

**Indicator IV-E. Shared Vision** – The Superintendent will continue to engage all stakeholders in the implementation of the District’s shared vision and core values focused on continuous improvement of all students’ educational experience while ensuring alignment of school and District goals to this vision.

**Indicator IV-F. Managing Conflict** – The Superintendent will use strategies to respond to disagreement and dissent that are respectful and appropriate. She will reflect on these issues as opportunities for learning, as a way to resolve conflict constructively, and she will model her practice for the Administrators. The Superintendent will use strategies to build consensus within the school community while maintaining a commitment to making decisions that are in the best interests of all students.

~ **Professional Practice Goal** ~

During 2019-2020, I will increase my knowledge and continue to develop skills in my professional practice and successful management of the District through:

- a) **NSIP** - Full participation in the third year of the New Superintendent Induction Program (NSIP), which is a three year professional development and support program sponsored by the Massachusetts Association of School Superintendents (MASS) and DESE. This includes participation in five full day sessions of intensive professional development content, completion of all readings, assignments, and plans, and engagement in monthly coaching sessions.

- b) **Relationship Building** - Active participation in School Committee, District, and Town Board/Community meetings to foster communication and collaboration with all stakeholders.
- c) **Professional Development** - Advancing job related knowledge and skill development through participation in targeted professional development including MASS and MASC workshops and conferences, Berkshire Superintendent Roundtable meetings, monthly MASBO meetings, and ASBO related offerings.
- d) **Doctoral Program** – Actively participating in a program to obtain a Doctor of Education (Ed.D) in Educational Leadership.