

**SUPERINTENDENT’S GOALS 2021-2022**

**GOAL 1: STUDENT LEARNING**

*Identify and address students’ needs across academic and social-emotional domains.*

KEY ACTIVITIES	KEY INDICATORS AND ASSESSMENTS
<ol style="list-style-type: none"> <li>1. Work with the Central Office team to ensure that educators receive professional learning experiences that promote student access and opportunity to high-quality instruction.</li> <li>2. Support Teaching and Learning team to address unfinished learning with a focus on grade-level content.</li> <li>3. Support the implementation of universally designed and culturally responsive practices across the district.</li> <li>4. Ensure that assessment data is used to inform tiered instructional practices through the use of collaborative inquiry cycles that measures student growth and mastery across content areas, particularly for students who have been historically marginalized.</li> <li>5. Work with the leadership team to develop new assessment strategies to measure outcomes of professional learning on educator practice and student outcomes.</li> <li>6. Support district work to examine and revise curricula at all levels through a culturally responsive lens.</li> </ol>	<ul style="list-style-type: none"> <li>● Ongoing professional learning sessions that include the use of digital tools to improve student access to and engagement with learning</li> <li>● Educator pre-assessments and feedback surveys on professional learning sessions</li> <li>● Universal assessments (screeners, formative, summative) with attention to subgroups</li> <li>● Review and revision of curriculum through a culturally responsive lens</li> <li>● Data dashboard implementation and use for Self-Assessment Tool reflections</li> </ul>

**GOAL 2: PROFESSIONAL PRACTICE**

*Narrow opportunity and achievement gaps by increasing equitable and universal opportunities for all students, irrespective of race, ethnicity, socioeconomic status or disability to access education and to achieve.*

KEY ACTIVITIES	KEY INDICATORS AND ASSESSMENTS
<ol style="list-style-type: none"> <li>1. Ensure that NPS provides professional learning experiences to educators that promotes deeper understanding and applied knowledge in areas such as racial identity development, culturally responsive instructional practices, and other anti-racist professional learning opportunities.</li> <li>2. Continue to ensure NPS staff is representative of the diversity of our student body and community.</li> <li>3. Continue to work with the Race and Achievement Leadership Team to support district-wide equity work.</li> <li>4. Work with the central office team to update the non-discrimination policy and protocols, with input from a wide range of stakeholders, and train all relevant school-based administrators.</li> <li>5. Continue to encourage the high schools to increase the number and range of courses offered in multi-leveled groupings.</li> </ol>	<ul style="list-style-type: none"> <li>● Disaggregated Academic and Attendance data</li> <li>● Educator Hiring and Retention Data</li> <li>● NPS Connectedness Survey data</li> <li>● Ongoing professional learning sessions focused on equity and access to the curriculum.</li> <li>● Feedback from students and families through surveys, focus groups, and information conversations.</li> </ul>

**GOAL 3: DISTRICT IMPROVEMENT**

*Build trust and strengthen relationships with NPS families and key stakeholders through communication that is timely, responsive, collaborative, and inclusive.*

KEY ACTIVITIES	KEY INDICATORS AND ASSESSMENTS
<ol style="list-style-type: none"> <li>1. Provide consistent and informative written communications through district newsletter, social media, and website</li> <li>2. Identify opportunities for listening sessions through surveys, districtwide meetings, and school-based meetings.</li> <li>3. Provide specific and detailed information to elected officials to ensure they are well-informed for work with their various constituencies.</li> <li>4. Work to ensure that all families are engaged and connected at school and district level.</li> <li>5. Highlight anti-racism work through established communication channels and engage families in work via organizations like FORJ and others.</li> </ol>	<ul style="list-style-type: none"> <li>● Survey analysis</li> <li>● Assessment of feedback</li> <li>● Analytics from newsletters</li> <li>● Engagement on social media</li> <li>● Number of attendees at meetings</li> <li>● Feedback from meetings on value and effectiveness</li> </ul>

**Additional Context**

While my three goals are listed above, I think it is important to acknowledge two important priorities in the coming year. First, COVID is clearly still with us and leading and guiding the district during COVID will certainly take some of my time and energy over the course of the year. The work will inevitably be unpredictable, but will definitely include collaborating with our medical advisory group, HHS and our operations team.

Newton has two new assistant superintendents who began in July and supporting them to be successful is an important priority for me. At the same time, building a new central office team during an ever-changing year will be another key component of my work. My capacity to support our central office team, both individually and collectively, will be critical to the success of our system goals.