Superintendent Goals 2015-2016
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Professional Practice Goal:

New Superintendent Induction Program (NSIP):
Develop skills in strategy development, data analysis, and instructional leadership by completing the second year of the New Superintendent Induction Program (NSIP). In addition, attendance at the monthly roundtable meetings with colleagues on the North Shore Superintendent's Roundtable (NSSRT) meetings for continued professional growth.

Measurement-Timeline:
➢ Attendance at four full day group seminars
➢ Attendance at monthly NSSRT meetings and additional Legislative meetings
➢ Completion of all assignments/readings.
➢ On-going consultations (4-hours/month) with my assigned coach – Rose DiTullio.

Benchmarks:
➢ Calendar documents attendance and contact with coach
➢ School Committee updates and presentations
➢ Weekly updates to include news from NSSRT meetings

Evidence to Support This Goal:
➢ Monthly updates to School Committee
➢ Documents associated with Strategic Plan progress
➢ School Committee Agenda and Minutes

Linked to the Following Standards and Indicators of Effective Superintendent Leadership Rubric as outlined in Appendix A:

Standard I: Instructional Leadership (E2, B1)
Standard II: Management of Operations (A2)
Standard III: Family and Community Engagement (A1, A2, C1, D1)
Standard IV: Professional Culture (A1, A2, A3, E1)

Student Learning Goal:

Calibrated, High Quality Educator Evaluation:
By June 2016, principals' and district administrators' ratings of classroom instruction will reflect a shared vision of what classroom instruction entails in order to improve instructional practices and student achievement. This year's visits will focus on the areas of Balanced Literacy in K-6 as well as the Science Model Curriculum Units and development K-12.

Measurement-Timeline:
➢ During school visits, conduct 1:1 meetings with principals, share conclusions about the level of practice observed and possible recommendations, and review write-ups to ensure high quality, specific feedback in the areas of literacy and science.
➢ Participate in monthly instructional rounds in teams comprised of principals and district administrators. (i.e. Director of Curriculum & Instruction, Administrator of Student Support Services)
➢ Devote time at Leadership Team Meetings to discuss observations from instructional rounds completed prior to the meeting.
➢ Research, review, adopt, train, and implement Teacher Evaluation Software (Ex. Oasys, Baseline Edge, Teach Point)

Benchmark:
➢ Observable strengthened student engagement during observations.
➢ Schedule of monthly building observations with principals and pre and post conferences with principals.
➢ Completed training on Teacher Evaluation Software selected.
➢ June administrator ratings of selected observation and summative write-ups are similar.
➢ The development and acceptance of an updated SPS Teacher Evaluation Tool.

Evidence to Support This Goal:
➢ Observable and documented strengthened student engagement during observations.
➢ Agendas and Minutes from Leadership Team Meetings.
➢ End of the year reflections written by principals on the Instructional Rounds
➢ Pre & post survey staff regarding consistency

Linked to the Following Standards and Indicators of Effective Superintendent Leadership Rubric as outlined in Appendix A:

Standard I: Instructional Leadership (B1, D1, D2, D3, D4)
Standard II: Management of Operations (A3, B2,)
Standard III: Family and Community Engagement (B1, C1, C2)
Standard IV: Professional Culture (A1, A2, C1, E1)

Accepted on

Communications Goal:

Effective Communication – Schools, Homes, and Community:
By June 2016, the Superintendent will implement communications strategies to improve internal and external communication in order to promote Swampscott as a professional, responsive, and well-managed district dedicated to student achievement by:

Measurement-Timeline:
- ➢ Increasing visibility in schools and as a representative of the district at community and school events.
- ➢ Strengthening the relationship between the school district and other town boards, committees and departments by more frequent communication and presentations at meetings.
- ➢ Create and utilize a district Twitter account for frequent updates.
- ➢ Create Superintendent Updates for School Committee with up-to-date information.
- ➢ Share Superintendent Updates with all employees of SPS, Town Administrator, and Chairman of the Board of Selectman.
- ➢ Use Twitter account to share the link to Superintendent Updates with community/followers.
- ➢ Consistently post information to *Superintendent's Update* on the website.
- ➢ Outreach to community for *Coffees with the Superintendent* at least once a month. (For example: Senior Center, Library, Rotary, etc.)
- ➢ Response to community emails an phone calls not to exceed 24-36 hours.

Benchmark:
- ➢ Superintendent Update documents as well as consistency
- ➢ Presentations to School Committee
- ➢ Communications with Press around positive as well as crisis events in the district
- ➢ Communications with families regarding positive as well as crisis events in the district

Evidence to Support This Goal:
- ➢ Monthly updates to School Committee
- ➢ Superintendent Updates distributed regularly
- ➢ Twitter account feeds
- ➢ State of the Schools Presentation at Town Meeting

Linked to the Following Standards and Indicators of Effective Superintendent Leadership Rubric as outlined in Appendix A:

Standard I: Instructional Leadership N/A
Standard II: Management of Operations N/A
Standard III: Family and Community Engagement (A1, A2, C1)
Standard IV: Professional Culture (C1)

Technology

Integrate technology effectively to enhance teaching and learning for all students:
By April 2016, a 5-Year Technology Plan for the Swampscott Public Schools will be developed with long range needs articulated.

Measurement-Timeline:
- Complete comprehensive assessment and inventory of existing technology within the district using an outside agency
- Oversee the completion of comprehensive 5-year technology plan
- Explore opportunities at all levels to effectively integrate technology by completing Phase III of the Smartboard and Projector Project
- Ensure the appropriateness of current devices utilized at the high school via the outside agencies report
- Expand the use of technology in teaching and learning with 30 additional Chromebooks at SMS
- Expand wireless access to all schools by completing Clarke, Stanley, Hadley, and 7th & 8th grade wings at MS.
- Pursue additional funding for completion of MS wireless project and HS

Benchmark:
- School Committee presentation of Assessment Report – Fall/Winter 2015-16
- School Committee presentation of 5-Year Technology Plan – June 2016

Evidence to Support This Goal:
- Assessment Report
- 5-Year Technology Plan – a roadmap for fully integrating technology into the curriculum, instructional practice, and STEM across all schools and in all classrooms.

Linked to the Following Standards and Indicators of Effective Superintendent Leadership Rubric as outlined in Appendix A:

Standard I: Instructional Leadership (B1, E2, E3)
Standard II: Management of Operations (A2)
Standard III: Family and Community Engagement (A2)
Standard IV: Professional Culture (A1, E1, F3)