



Spring-Ford Area School District  
2022-2023 School Year  
Superintendent Goals  
Robert W. Rizzo

Goal Area 1	Connection and Accessibility
<b>Rationale</b>	As a district, we are focusing on connection. To build a stronger rapport, a sense of belonging, and a strong building/district culture, it is critical that I not only be visible in the community and in our buildings but, also, really get to know our administrators and staff. Additionally, we have a number of new administrators. Providing additional support helps to ease their transition to Spring-Ford.
<b>Goal(s)</b>	<ul style="list-style-type: none"> <li>● Superintendent will provide an average of 3 Weekly Update videos monthly.</li> <li>● Superintendent will engage in community outreach at least once per quarter.</li> <li>● Superintendent will host a minimum of 6 Q&amp;A sessions with district staff.</li> <li>● Superintendent will participate in a minimum of 8 monthly meetings with Association leadership.</li> <li>● Superintendent will engage in walk-throughs of each District school a minimum of 8 times per year.</li> <li>● Superintendent will attend Parent/Home &amp; School events as schedule allows.</li> </ul>
<b>Indicators of success</b>	<ul style="list-style-type: none"> <li>● Increased communication and connectivity with the community.</li> <li>● Fostering a good relationship between the Leadership Team and the Board of School Directors.</li> </ul>
<b>How will the goal be evaluated?</b>	<ul style="list-style-type: none"> <li>● Obtain feedback via Google Form surveys.</li> <li>● Documented record.</li> </ul>
<b>How will the goal be supported?</b>	<ul style="list-style-type: none"> <li>● Providing weekly videos to our community during our Weekly Update.</li> <li>● Scheduling building visits.</li> <li>● Attending after school events.</li> <li>● Attending Home and School events upon invitation.</li> <li>● Meeting with community members.</li> <li>● Monthly Staff Q&amp;A sessions.</li> <li>● Continuing to foster a strong relationship between the administration and the Association.</li> </ul>

Goal Area 2	Introduce and Engage in Ongoing Leadership Professional Development
<b>Rationale</b>	<p>Growing and discussing as a team with targeted and meaningful professional development aids in the formation of a cohesive administrative team. This year, we will focus on how to lead a school community post pandemic.</p> <ul style="list-style-type: none"> <li>● Bringing forth new learnings to bolster solid, tried and tested instructional practices.</li> <li>● Infusing new technology to create new opportunities for students.</li> <li>● Building/Rebuilding positive relationships and school culture.</li> </ul>

	<ul style="list-style-type: none"> <li>● Increased emphasis on “team” and what that means in multiple environments.</li> <li>● Clearly communicating the impact of the new mission and vision statements.</li> </ul>
<b>Goal(s)</b>	<ul style="list-style-type: none"> <li>● 90% of the Leadership Team will engage in monthly professional development and discussions.</li> <li>● 100% of the Leadership Team will develop goals consistent with identified areas of growth related to (1) mission/vision statements; (2) comprehensive planning goals; (3) climate/culture.</li> </ul>
<b>Indicators of success</b>	<ul style="list-style-type: none"> <li>● Higher levels of collaboration among the Leadership Team.</li> <li>● Personal growth of individuals including gleaning from the expertise of other team members.</li> <li>● High levels of voluntary participation in professional development.</li> <li>● Greater consistency in building and district goals and points of focus.</li> </ul>
<b>How will the goal be evaluated?</b>	<ul style="list-style-type: none"> <li>● Obtain feedback via Google Form surveys.</li> <li>● Anecdotal feedback from Leadership Team discussions.</li> </ul>
<b>How will the goal be supported?</b>	<ul style="list-style-type: none"> <li>● Reassigning time together as a Leadership Team to engage in discussions about best practices.</li> <li>● Taking time to engage in table talk exercises aligned with instructional leadership.</li> <li>● Facilitating a series of small group book studies and opportunities to share information.</li> <li>● Participation in DVCEE professional development and allocating time to discuss each experience.</li> </ul>

<b>Goal Area 3</b>	<b>Facility Review and Planning</b>
<b>Rationale</b>	Our district is experiencing growth in the Spring City catchment area. Along with that growth, there exists a long-standing need to consider how we transition our students from building to building. While we are discussing how best to plan for the growth at Spring City, we will engage in meaningful discussions about how best to utilize our buildings and the grades within each.
<b>Goal</b>	<ul style="list-style-type: none"> <li>● Participate in 90% of all meetings pertaining to growth and expansion of school facilities.</li> <li>● Work with Operations to ensure board members are fully equipped to engage in discussions and make decisions to support our programs.</li> <li>● Develop a viable plan for supporting Spring City expansion.</li> <li>● Develop a viable plan to upgrade our middle school facilities to best support students.</li> </ul>
<b>Indicators of success</b>	<ul style="list-style-type: none"> <li>● Leadership team buy-in.</li> <li>● Engaging collaboration with stakeholders leading to plan development.</li> <li>● Creation of a facilities plan to best support our students in all grades.</li> </ul>
<b>How will the goal be evaluated?</b>	<ul style="list-style-type: none"> <li>● Documented record</li> <li>● Meeting minutes</li> <li>● Meeting notes</li> <li>● Board/Committee presentations</li> </ul>
<b>How will the goal be</b>	<ul style="list-style-type: none"> <li>● Regular participation in meetings with ICS.</li> </ul>

<b>supported?</b>	<ul style="list-style-type: none"> <li>● Regularly scheduled meetings with the Director and Supervisor of Operations.</li> <li>● Regular attendance at the Property Committee meeting.</li> <li>● Continual solicitation of feedback from our leadership team.</li> </ul>
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<b>Goal Area 4</b>	<b>Creating Duplicable Internal Systems</b>
<b>Rationale</b>	<p>Since my arrival in 2019, it has become evident that our internal systems are strongly reliant upon an individual's knowledge in a particular role without clear succession plans. Last year, the district modified the administrative structure and each department has been working to maximize the efficiency of operation through reassigning tasks and responsibilities. We feel it is important to have systems in place to fully support new employees at the administrative level with minimal disruption.</p>
<b>Goal</b>	<ul style="list-style-type: none"> <li>● Develop succession plans in all of our key departments to best facilitate smooth transitions when onboarding new staff.</li> </ul>
<b>Indicators of success</b>	<ul style="list-style-type: none"> <li>● Creation of fully developed succession plans.</li> <li>● Job descriptions, expectations, and access align with current practices.</li> <li>● Job descriptions, expectations, and access align with potential future practices when shifting of responsibilities occurs.</li> </ul>
<b>How will the goal be evaluated?</b>	<ul style="list-style-type: none"> <li>● Documented record</li> <li>● Meeting notes</li> <li>● Quality of final product memorializing succession plan</li> <li>● Anecdotal feedback from relevant personnel</li> </ul>
<b>How will the goal be supported?</b>	<ul style="list-style-type: none"> <li>● Regular meetings with key personnel in identified departments.</li> <li>● Solicitation of regular feedback from cabinet and leadership team members.</li> <li>● Opportunities for review of documents by key personnel.</li> <li>● Warehousing plans in a central digital location (i.e. Google Drive).</li> </ul>

<b>Goal Area 5</b>	<b>Building/Modifying Systems of Board Communication and Protocols</b>
<b>Rationale</b>	<p>A primary goal of a superintendent is to provide timely and accurate information as well as recommendations to the Board to consider as it governs the district. Our system of communication has been in place for many years and prior to my appointment. A review and potential revision to our communication practices is appropriate and necessary.</p>
<b>Goal</b>	<ul style="list-style-type: none"> <li>● Maximize efficiency and efficacy of communication between cabinet members and board members.</li> </ul>
<b>Indicators of success</b>	<ul style="list-style-type: none"> <li>● Full review of current practices with actionable feedback supporting the need for updates.</li> <li>● Measuring frequency of access.</li> <li>● Consistently receiving timely information.</li> <li>● Evidence that the Board is easily able to consistently access pertinent information that informs their discussions and actions.</li> </ul>

<b>How will the goal be evaluated?</b>	<ul style="list-style-type: none"><li>● Obtain feedback via Google Form surveys.</li><li>● Anecdotal feedback from Leadership Team discussions.</li></ul>
<b>How will the goal be supported?</b>	<ul style="list-style-type: none"><li>● Review of current practices.</li><li>● Discussions at Board retreats.</li><li>● Discussions at Leadership Team meetings.</li><li>● Opportunities for feedback on evolving practices.</li></ul>