

# **Superintendent Goals for 2024-2028 (July 2024)**

## **Performance Area #1: Communication and Community Feedback**

1. Enhance communication from the governance team to administrators/supervisors monthly via digital leadership newsletter bringing together aspirational goals and practical application and implementation.
2. Engage stakeholders in the community about goals and directions over the next 4 years via news outlets, public forums and newsletters on a regular and consistent basis.
3. Develop a dashboard to measure and communicate progress.
4. Promote the strengths **and struggles** of the schools and district in a bi-annual report.

## **Performance Area #2: Leadership for Learning and Academic Performance -**

1. Improve outcomes in the following academic areas:
  - a. Reading and Comprehending by the end of 3<sup>rd</sup> grade.
  - b. Mathematically Fluent by the end of 5<sup>th</sup> grade.
  - c. Increase the % of students exceeding their growth projections in reading, math and science by the end of 7<sup>th</sup> grade.
  - d. Increase the % of students passing Keystone Exams and % of students graduating on time.
  - e. 90% Proficient in Financial Literacy and Civics by the end of 11<sup>th</sup> grade.
2. Update the Graduation policy to support the new requirements for receiving the high school diploma and identify the graduating class that must meet such requirements.
3. Develop and enhance partnerships to support the graduation policy.
4. K-9 Develop an organized system of interventions and supports prior to and after key benchmark years such as reading by 3<sup>rd</sup> grade, mathematically fluent by 5<sup>th</sup> and proficient in keystone exams by the end of 9<sup>th</sup> grade. The purpose is to prevent as many struggling students as possible first and then “catch-up” students post assessment so they do not fall behind.

## **Performance Area #3: Fiscal Leadership and Management**

1. Develop a long-range funding plan to support facilities and programs without exceeding the state index. The 2025 and 2026 budgets goal is not to exceed a 1.5% tax increase due to the increase in state revenue
2. Evaluate employee benefits for teachers and support staff and adjust / deliver competitive and compensation packages to recruit and retain staff.
3. When reconfiguring schools and programs with facility changes identify and communicate estimated cost saving efficiencies that will assist in funding a portion of bond costs.
4. All positions are reevaluated for need and impact upon retirement/resignation.

## **Performance Area #4: Building Facilities**

1. Design a masters facility plan that encompasses all facilities.
2. Complete the feasibility study and provide viable options to the board of education and public in the fall of 2024.
3. Include outlier facilities such as the former “coke building” and transportation facility consolidation into the armory if possible.
4. Assess current athletic facilities to be included in the master plan so to not make big strategic mistakes when changing grade configurations. Location of athletic facilities is key to keeping operational costs down and student access high.
5. Utilize 2 architects based on strengths, one for new builds, and the other for renovations.

## **Performance Area #5: Board Governance and Policy**

1. The board will utilize research and information to drive future decision making.
2. New board members will complete the orientation process which meets the requirements of Act 55 through PSBA or the approved training course developed by CASD in the fall of 2025 and 2027.
3. The board will hold a minimum of 1 retreat annually to develop their group governance skills and review the board of education self-assessment results.
4. Maintain an annual review cycle for keeping policies updated.
5. Utilize data and performance to evaluate the Superintendent, Assistant Superintendents and communicate with the public.

## **Performance Area #6: Recruiting, Mentoring, Leadership and Career Ladder Development**

1. Redesign the hiring process to start in December for the following year along with a hiring flow chart process outlining primary duties and responsibilities of involved parties.
2. Develop a career ladder from 11<sup>th</sup> grade students up to principals and director positions. Include the process, steps, courses and requirements to achieve each step in the ladder along with associated professional learning opportunities and supports.
3. Create qualifications, job descriptions, and compensation for the career ladder positions by the fall of 2024 that will lay the infrastructure to accomplish the district goals and create schools of distinction by 2030.
4. Develop an innovative school calendar with the teacher's association to aid in the recruitment of staff while maintaining student and school performance.
5. Formally design a process to mentor principals and directors for future positions within the district focused on Performance Area #2 (Academic Performance).