

Superintendent's Goals for Russell Johnston, PhD School Year 2025-26

Diversity, Equity, and Belonging

Goal:

The Superintendent will foster a diverse, inclusive, and equitable educational environment by implementing comprehensive professional development, promoting revised policies, adopting inclusive practices, and integrating diverse educational materials.

Objectives:

- The Superintendent will provide the board with a one-year professional development plan for the 2025-26 school year by September 2025 and a three-year professional development plan by March 2026. Both plans will incorporate cultural proficiency and equity into professional learning opportunities for administrators and teachers. By September 2025, the superintendent will also provide the board with a plan for evaluating the quality of professional development during the 2025-26 school year.
- The Superintendent will provide an update to the Board by February 2026 on Strath Haven High School's efforts to increase transparency and equity in course selection, scheduling and access to school opportunities. The presentation will include artifacts such as a new student handbook, parent and student scheduling presentations and 8th grade orientation presentations.
- By October 2025, the Superintendent will finalize the district's equity statement and will collaborate with the Policy Committee to develop an equity policy for the district.
- By September 30, 2025, the Superintendent will commission a focused group of Cultural Proficiency Equity Teacher Leaders to develop events and educational materials related to the SY26 calendar including new religious observations and to maintain "Educate and Heal" modules.

Teaching, Learning, and Innovation

Goal:

The Superintendent will ensure that students are provided with a comprehensive educational experience that improves academic and social and emotional outcomes, and addresses disproportionate performance results district-wide.

Objectives:

- By November 2025, the Superintendent will provide the Board with an overview of the 2025 statewide test results, including results disaggregated by race, disability and English learner status. By December 2025 for beginning of the year data and March 2026 for middle of the year data, the Superintendent will provide the Education Affairs Committee with an overview of benchmark assessment results, including results disaggregated by race, disability and English learner status.

- The Superintendent will invite Board members to visit one school per month so that they can observe teaching and learning together.
- The Superintendent will visit each school once per month to observe teaching and learning and will provide the board with periodic updates about his observations in his weekly board messages.
- By January 2026, the Superintendent will provide the Education Affairs committee with an update on the development or expansion of data teams in every school and their impact on instructional practices.
- By February 2026, the Superintendent will provide the Education Affairs committee with an update on the established tools and routines for reviewing data at the board, cabinet, school and classroom levels, with a focus on disaggregated data.
- During the November 2025 and April 2026 Education Affairs committee meetings, the Superintendent will update the Board on implementation of new elementary and middle school curriculum materials (e.g., Arts and Letters, Reveal, 95% Group), including the extent to which they are meeting the needs of all learners, particularly those from historically marginalized communities.
- By April 2026, the Superintendent will update the board on the district's efforts to complete a full curriculum inventory and begin curriculum mapping.
- By April 2026, the Superintendent will update the board on the district's initial plans to adopt new elementary science curricula.
- By April 2026, the Superintendent will update the board on the district's progress towards developing a plan for kindergarten screening.
- The Superintendent will collaborate with the Policy Committee to begin to develop a new Artificial Intelligence policy for the district.

Culture, Community and Communication

Goal:

The Superintendent will ensure that the District cultivates a caring and inclusive relationship with the community based on ongoing, two-way communication, engaging all families as active participants in student learning.

Objectives:

- The Superintendent will provide updates to the Policy committee regarding the implementation of the updated electronic devices policy by September 2025 and March 2026, including a description of the assessment that will be used to assess the updated policy.
- By September 2025, the Superintendent will develop and begin to implement a capital plan communication plan.
- By September 2025, the Superintendent will update the district's strategic communication plan to include a greater emphasis on reaching more alumni and community members.
- The Superintendent will be highly visible in and accessible to the community, and he will regularly update the Board on his involvement in school and community events and engagements.

Wellness & Social-Emotional Competencies

Goal:

The Superintendent will create and maintain a student-centered, safe, inclusive, and positive learning environment for all learners—*students, teachers, staff, administrators, and community members*.

Objectives:

- The Superintendent will oversee the district's efforts to expand implementation of Positive Behavior Interventions and Supports (PBIS), with an emphasis on increasing cultural proficiency within this initiative and will provide the Education Affairs committee with an update on the district's efforts and associated data by May 2026.
- The Superintendent will ensure the continuation of the Children's Hospital of Philadelphia (CHOP) Tri-County Consortium at the middle school and high school to improve student mental health support and will provide the board with periodic updates about these efforts.
- The Superintendent will bring recommendations for improving nursing services in the district to the Finance Committee by February 2026.
- By October 2025, the Superintendent will share with the board a plan for safety-related drills and activities for the 2025-26 school year.

Infrastructure and Finance

Goal:

The Superintendent, in coordination with the business manager and director of facilities, will develop and implement a responsible budget and facilities plan that provides the resources needed to maintain quality education programs while ensuring fiscal responsibility.

Objectives:

- The Superintendent will launch high school capital renovations that will include a focus on sustainability and will provide regular updates to the Facilities Committee and the entire board.
- The Superintendent will continue development of a financial procedures manual and multi-year budget plan. By April 2026, the Superintendent will share a FY26 budget book and examples of Standard Operating Procedures to the Finance Committee.
- The Superintendent will oversee the continual expansion of onboarding, induction and mentoring plans for new teachers and administrators and will update the board on the district's progress by April 2026.
- The Superintendent will oversee the improvement of human resources-related procedures, practices and documentation, such updating job descriptions and will provide periodic updates to the board on this multi-year effort. This will include bringing recommendations for improving Human Resources services to the Finance Committee by February 2026.

- The Superintendent will oversee the implementation of a Medical Access reimbursement pilot and will provide the Finance Committee with an update by April 2026.
- The Superintendent will engage relevant stakeholders to examine ways to update transportation procedures related to afternoon bus stops and will update the board as new solutions become evident.
- The Superintendent will examine ways to address space needs at Wallingford Elementary School and will provide updates to the board as potential solutions become available.