

Superintendent Goals – School Year 2026–2027
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Superintendent Johnston’s SY27 goals are aligned with the District’s strategic priorities for the school year. (See this [link](#) for more information.) The first three priorities are directly reflected in the goals outlined below. The fourth priority, Safe and Inclusive School Environments, is addressed through the Assistant Superintendent’s goals, reflecting our shared leadership and collective commitment to advancing all four district priorities.

Goal 1: Elevated Human Capital

Lead the development of a high-performing, accountable, and supportive organizational culture through strategic workforce planning, improved personnel systems, and transparent decision-making that aligns staffing and resources with student needs and district priorities.

Measures of Success:

Complete a comprehensive review of staffing structures, enrollment trends, and organizational systems.

Implement data-informed staffing recommendations

Finalize a district employee handbook.

Create an opportunity to collect feedback on employee perceptions of organizational effectiveness, workplace culture, and employee experience.

Goal 2: Educator Effectiveness

Establish a coherent and equitable system for defining, observing, supporting, and evaluating high-quality instruction through the development and implementation of a districtwide Educator Effectiveness Guidebook aligned to PDE requirements and the Danielson Framework.

Measures of Success:

Develop an Educator Effectiveness Guidebook that establishes a shared vision of instructional excellence.

Provide training and calibration opportunities for administrators to improve evaluation fidelity and consistency.

Establish a system for ongoing review and continuous improvement of educator effectiveness practices.

Goal 3: Increase Student Achievement Through Integrated Academic, Social-Emotional, and Instructional Supports

Lead the implementation of a coherent Multi-Tiered System of Supports (MTSS) that integrates academic, behavioral, and social-emotional supports while advancing instructional excellence, curriculum alignment, and equitable outcomes for all students.

Measures of Success:

Maintain strong PBIS Tier I and Tier II implementation fidelity and expand Tier III implementation.

Establish districtwide academic MTSS procedures, intervention protocols, and monitoring systems.

Advance curriculum development and instructional improvement initiatives across identified content areas.

Demonstrate increased academic growth, particularly among historically marginalized student groups.

Reduce achievement gaps through accelerated student growth and targeted supports.

Goal 4: Advance Innovation and Responsible Use of Educational Technology

Provide strategic leadership for instructional technology and artificial intelligence initiatives that enhance teaching, learning, operational effectiveness, and student preparedness while ensuring equitable and responsible implementation.

Measures of Success:

Finalize district AI guidelines and procedures.

Launch and sustain a representative Technology Advisory Council.

Develop a K–12 Digital Literacy Scope and Sequence.

Provide professional development that builds staff confidence and capacity in AI integration.

Goal 5: Fiscal Responsibility

Develop and implement a long-term financial strategy that promotes fiscal sustainability, aligns recurring expenditures with recurring revenues, preserves district fund balance, and ensures equitable educational opportunities for all students.

Measures of Success:

Develop, communicate, and begin implementation of a comprehensive fiscal stabilization plan that addresses the district's structural budget imbalance, aligns recurring expenditures with recurring revenues, and reduces reliance on one-time funding sources.

Communicate progress toward long-term financial sustainability.

Preserve sufficient fund balance to address emergencies and future strategic priorities.

Goal 6: Operational Excellence

Improve operational effectiveness through strategic facilities planning, efficient resource management, environmentally sustainable practices, strengthened custodial operations, and proactive planning for future enrollment needs.

Measures of Success:

Advance the district's revised 10-year capital plan and high school renovation planning process.

Make progress towards design and permitting milestones necessary to begin high school renovation project in FY28.

Implement and monitor effective custodial and facilities management practices through the Campus Services Group partnership.

Complete a demographic and enrollment study focused on Wallingford Elementary School.

Present recommendations that support long-term facility and enrollment planning.

Goal 7: Strengthen Communication, Community Engagement, and Public Trust

Maintain high levels of communication, transparency, and stakeholder engagement by fostering meaningful partnerships with students, staff, families, community members, and the Board of School Directors to build trust and support the successful implementation of district priorities.

Measures of Success:

Provide consistent and transparent communication regarding district priorities, finances, student achievement, operations, and strategic initiatives.

Conduct regular opportunities for stakeholder engagement through advisory groups, community meetings, and other communication channels.

Maintain positive and collaborative relationships with the Board of School Directors and key community partners.

Goal 8: Successfully Recruit and Transition a New Swarthmore-Rutledge School Principal

Lead a comprehensive and inclusive principal search process that results in the successful selection, hiring, onboarding, and transition of a highly qualified principal for Swarthmore-Rutledge School who aligns with the district's mission, vision, values, and strategic priorities.

Measures of Success:

Develop and implement a transparent and inclusive principal search process that incorporates stakeholder input.

Engage staff, families, administrators, and Board members in appropriate phases of the selection process.

Successfully recruit and appoint a highly qualified principal by established timelines.