

**SUPERINTENDENT GOALS
2021/22 SCHOOL YEAR**

Belmont School Committee Meeting
December 14, 2021

GOAL I: DISTRICT IMPROVEMENT: LEAD EFFECTIVE STRATEGIC FINANCIAL PLANNING

TOPIC: STRATEGIC MULTI-YEAR FISCAL PLANNING TO SUPPORT THE SOCIAL-EMOTIONAL AND EDUCATIONAL NEEDS OF OUR STUDENTS.

Goal

- In order to improve our ability to effectively meet both the academic and social-emotional needs of every Belmont student, I will lead the district through a strategic fiscal planning process that supports the 2023, 2024, and 2025 fiscal years. By June 2022, the district will have a three-year budget forecast that aligns with our students' needs in terms of programming, supports, and staffing solutions, inclusive of community input.

Superintendent Rubric:

- Standard II: *Management and Operations* [E] Fiscal Systems
- Standard III: *Family and Community Engagement* [A] Engagement Community and Stakeholders
- Standard IV: *Professional Culture* [C] Communication [E] Shared Vision

Outcomes by June 2022:

- Inclusive budget process and documents to use as artifacts
- Final budget for FY23
- Reallocation budget outcome for FY22

Example of Artifacts:

- Initial budget slides presented to SC related to one time funds and impact on three year planning
- Budget presentations, FSC Agendas and documents
- SC and Community Forum documents: dates, agendas, presentations
- Principal and Cabinet agendas
- Current work with Reallocation budget work in FSC

GOAL 2: IMPROVE STUDENT ENGAGEMENT, LEARNING, AND SUPPORT

TOPIC: PROVIDE DIRECT AND INTENTIONAL SUPPORT TO OUR BUILDING PRINCIPALS TO SUPPORT UNIQUE SCHOOL-BASED NEEDS IN SERVICE OF STRONG STUDENT ENGAGEMENT AND ACADEMIC AND SOCIAL-EMOTIONAL RECOVERY FOR STUDENTS.

Goal

- In order to ensure that every one of our students experiences a positive transition back to the 2021/22 school year and receives support for their academic and social-emotional needs, I will prioritize supporting principals and their school-based needs on a daily basis. I will do this by facilitating two-way communication at least weekly, responding to their requests and concerns in a timely manner, advocating for additional resources where necessary, and prioritizing school-based situations that arise throughout the year.

Superintendent Rubric:

- Standard I: *Instructional Leadership* [B]: Instruction [C]: Assessment [D] Evaluation
- Standard II: *Management and Operations* [A] Environment [C] Scheduling and Management Information Systems
- Standard III: *Family and Community Engagement* [B]: Sharing Responsibility

Outcomes by June 2022:

- Demonstrate number of students positively impacted by academic recovery and mental health recovery measures.
- Show reallocation budget to increase staffing for the 2021/22 school year

Example of Artifacts:

- Two year federal fund plan presentation
- Postings for positions
- Review of K-8 MTSS initiative
- Meeting agenda, level by level initiatives put in place
- Principal and Cabinet Meeting agendas

GOAL 3: ENHANCE PROFESSIONAL PRACTICE AND LEADERSHIP

TOPIC: DISTRICT WIDE STRATEGIC ASSESSMENT AND PLANNING AND INDIVIDUAL PROFESSIONAL LEARNING IN THE AREAS OF DIVERSITY, EQUITY AND INCLUSION

Goal:

- In order to ensure our district continues to make progress in its diversity, equity, and inclusion work, by June 2022, we will analyze and define clear takeaways from the district-wide audit results and design a corresponding strategic plan that includes school and community feedback.

Superintendent Rubric:

- *Standard I: Instructional Leadership* [B] Instruction [E] Data-Informed Decision-Making
- *Standard III: Family and Community Engagement* [A] Engagement [B] Sharing Responsibilities [C] Communication, [D] Family Concerns
- *Standard IV: Professional Culture* [B] Cultural Proficiency [C] Communication [D] Continuous Learning [E] Managing Conflict

Outcomes by June 2022

- Completed audit
- Draft work plan for 2022/23 ...
- Incident plans formalized and initiated
- Set and attend monthly meetings with BHRS

Example of Artifacts:

- Audit materials inclusive of communication, surveys, focus groups, timeline, presentations provided and audit report
- Timeline of the school year inclusive of final report forums and strategic planning work,
- Product of a work plan for district

PROCESS

- The Chair and the Secretary of the School Committee and a second SC member met with the Superintendent to discuss and modify the document.
- The updated document with the entire set of goals, key actions and benchmarks has been provided to the School Committee.
- The Superintendent welcomes any discussion on our work together on these goals moving forward.
- In the spring the Superintendent will present a narrative document and artifacts to the School Committee for evaluative review.