

# **Superintendent Goals 2023-2024**

## **VISION**

**To cultivate an exceptional, innovative learning community that enables all students to succeed in a changing world.**

## **MISSION**

**For all students to be future ready by meeting or exceeding established goals, the Boyertown Area School District will implement coordinated, articulated, curricula and provide personalized, planned instruction aligned with Pennsylvania academic standards.**

## **Annual Superintendent Performance Standards**

The Pennsylvania School Code provides as follows: The Superintendent shall be the chief administrative officer and chief instructional officer of the Board of Education and the School District and shall be responsible for the execution of all actions of the Board, the administration and operation of the public school system subject to the policies of the Board, and the supervision of all matters pertaining to instruction in all the schools under the direction of the Board.

The annual performance standards mutually established by the Boyertown Area School District and the Superintendent and set forth in the Superintendent's Contract are as follows:

### **Student Growth and Achievement**

The Superintendent shall use multiple data sources to assess student success and growth as appropriate, specific to needs within the School District and as determined annually in collaboration with the Board. Annual or other School District performance objectives are articulated and clearly achieved under the direction of the Superintendent relative to achievement and growth on PDE required assessments including, but not limited to, PSSA, Keystone Exams, PVAAS, attrition rates or graduation rates, and other locally determined measures.

### **Organizational Leadership**

The Superintendent shall work collaboratively with the Board to develop a vision for the School District, display an ability to identify and rectify problems affecting the School District, work collaboratively with School District administration to ensure best practices for instruction, supervision, curriculum development, and management are being utilized, and work to influence the climate and culture of the School District.

### **School District Operations and Financial Management**

The Superintendent shall manage effectively, ensuring completion of activities associated with the annual budget, oversee distribution of resources in support of School District priorities, and direct overall operational activities within the School District.

### **Communication and Community Relations**

The Superintendent shall communicate with and effectively engage the staff, the Board, and members of the community, clearly articulate School District goals and priorities, address local and broader issues affecting the School District, and build support for School District initiatives, programs, and short/long-range plans.

### **Human Resource Management**

The Superintendent shall incorporate best practices for human resource management and oversight and coordinate staffing, recruitment, and other human resource functions.

### **Professionalism**

The Superintendent shall model professional decision-making processes and ethical standards consistent with the values of Pennsylvania's public education system as well as that of the community. The Superintendent shall additionally work to individually reflect upon their effectiveness within the role, and work to improve effectiveness through the use of professional development literature and activities.

# Superintendent Goals 2023-2024 School Year

## Superintendent Standard #1: STUDENT GROWTH AND ACHIEVEMENT

**Learning Goal #1:** Create, organize, and implement a curriculum review cycle that includes development of curriculum summary documents K-12

Aligned to District Goal(s): To foster open communication, active involvement, and purposeful collaboration among all members of the BASD learning community. To ensure responsible and data-informed use of resources. To offer research-based, personalized, and growth-oriented learning opportunities for all members of the BASD learning community.

### Objectives:

- Create a curriculum warehouse that includes both internal and external curriculum details via the BASD website
- Establish Learning Progressions that foster horizontal curriculum alignment and clear learning targets
- Develop curriculum summaries which clearly articulate an overview of each course
- Incorporate CEW (Career Education and Work) into content area curricula
- Continue transition of secondary math sequencing and assessments to better align with student learning outcomes
- Develop resources for use in World Languages courses
- Collaborate with team of instructional leaders in developing curriculum to align with PA STEEL standards for instruction and assessment

### Measures of Success:

- Completion of OTL portion of BASD updated website
- Completion of Program of Students for Secondary Buildings that aligns with curriculum updates
- Professional development and curriculum work completed as scheduled

**Learning Goal #2:** Refresh our instructional practices and refocus on instructional strategies that have the biggest impact on student success in order to improve alignment across a grade level.

Aligned to District Goal(s): To ensure responsible and data-informed use of resources. To offer research-based, personalized, and growth-oriented learning opportunities for all members of the BASD learning community.

Objectives:

- Focus on improvement of assessment practices to include:
  - Alignment to standards
  - Assessment calendar
  - eDoctrina Assessment pilot
  - Secondary grading practices
  - Assessment clean-up
- Plan and utilize Elementary and Middle School Rtl time and BASH Flex time to differentiate for meeting students' academic needs
- Establish building action plans that reinforce the improvement of horizontal alignment in each building and across buildings
- Focus on key professional development and implementation areas
- Elementary -
  - Heggerty K-2
  - Schoolwide K-3
  - Writing K
  - Text Dependent Analysis 4-5
  - UFLI Phonics 2-3
- Middle School
  - 6th Grade ELA
  - Writing 6-8
  - Math curriculum updates

Measures of Success:

- State assessment data shows decreases in variations of results by classroom
- Intervention supports are aligned and implemented according to student data
- Intervention data shows positive growth for students receiving support
- Completion of teacher training for implementation of academic resources and instructional strategies to improve horizontal alignment

- District assessments will be given in alignment with the district assessment calendar used to monitor student progress
- All professional staff identified as proficient or distinguished in the Planning and Preparation and Instruction domains in the Danielson Framework

**Learning Goal #3:** Empower staff as instructional decision makers

*note:* this goal overlaps with the others

Aligned to District Goal(s): To ensure responsible and data-informed use of resources. To offer research-based, personalized, and growth-oriented learning opportunities for all members of the BASD learning community. To foster open communication, active involvement, and purposeful collaboration among all members of the BASD learning community.

Objectives:

- Focus on improvement of assessment practices to include:
  - Alignment to standards
  - Assessment calendar
  - eDoctrina Assessment pilot
  - Secondary grading practices
  - Assessment clean-up
- Consistent meetings with department leaders at both MS and HS
- Establish building action plans that reinforce the improvement of horizontal alignment in each building and across buildings
- Focus on key professional development and implementation areas
- Elementary -
  - Heggerty K-2
  - Schoolwide K-3
  - Writing K
  - Text Dependent Analysis 4-5
  - UFLI Phonics 2-3
- Middle School
  - 6th Grade ELA
  - Writing 6-8
  - Math curriculum updates
- Improve utilization of CDT data in grades 3-12
  - Identify Assessments

- Review Reports
- Provide professional learning opportunities for professional staff who demonstrate a need for remediation according to the evaluation criteria

Measures of Success:

- Professional development and curriculum work completed as scheduled
- State mandate achieved for Trauma-Informed Practices training
- Continuity across buildings and classrooms in application of Climate and Culture Goal
- State assessment data shows decreases in variations of results by classroom
- Intervention supports are aligned and implemented according to student data
- Intervention data shows positive growth for students receiving support
- Completion of teacher training for implementation of academic resources and instructional strategies to improve horizontal alignment
- District assessments will be given in alignment with the district assessment calendar used to monitor student progress
- All professional staff identified as proficient or distinguished in the Planning and Preparation, Classroom Environment, Instruction, and Professional Responsibilities domains in the Danielson Framework

**Superintendent Standard #2: ORGANIZATIONAL LEADERSHIP**

**Continue to work closely with surrounding district superintendents to support growth within our school district.**

- I will continue to attend countywide meetings as well as other events with local superintendents.

**Expand and collaborate more effectively with existing community agencies and organizations to support the Boyertown Area School District stakeholders.**

- To support homeless families with various needs; immunizations, physicals, dental care.
- Identify mental health support for our families with needs.
- Help to support families with identifying half day child care partners for Kindergarten students, as well as before and after school care.
- Provide internship opportunities for our students.

**Continue to develop our District Instructional Leadership Team**

- Identify priority areas of focus
- Focus on and improve instruction

- Build the leadership capacity of our team.

### **Superintendent Standard #3: DISTRICT OPERATIONS AND FINANCIAL MANAGEMENT**

#### **District Operations and Financial Management**

- **Demonstrate fiscal responsibility through thoughtful and consistent oversight of budget development, inclusive of a three-year budget forecast.**
  - Provide regular finance related board updates throughout the December/January through June budget cycle, including updates to budget forecasts for future years. Continue to provide tax increase scenarios to guide budget decisions.
- **Evaluate end of year financial status and make recommendations for responsible appropriation of said funds.**
  - Administration and auditors will review the financial status of the prior fiscal year each fall and will recommend capital reserve transfers when there is a positive effect on fund balance at the end of the audit.
- **Continue review of the capital improvements plan to address areas of concern raised in the roofing plan.**
  - Administration continues to move through the capital improvements plan by recommending key roofing improvements aligned with the proposed roofing plan provided by Tremco. Additionally, areas of capital need across the district facilities will be reviewed and analyzed each year with a capital projects plan presented to the board each spring. As the capital projects fund may diminish, we will continue to evaluate the proposed projects and make recommendations for completion based on need and availability of funds, including the roll-off of any debt.

## **Superintendent Standard #4: COMMUNICATION AND COMMUNITY RELATIONS**

### **Strengthen Communications and Community Relations**

#### **1. Work to enhance communications between the district and its stakeholders to assist with transparency and keep everyone informed.**

The Communications Specialist will complete a new Design Project to solidify the BASD 'brand' utilizing communication standards and marketing intent while demonstrating collaboration and unification of district communications across all areas of our organization.

##### **The project**

- Will standardize our 'look' across presentations, websites, newsletters, marketing materials, social media, and more.
- Will include the expanded use of our copyright-protected logo, fonts, backgrounds, newsletter templates, and specific red and black colors (assigned by hex code #).
- We are the 'Home of the Bears' forever. This project will remove 'One Boyertown' and other personal objectives across all media.
- Will lead to the creation of a BASD 'brand sheet' – a communications/marketing industry standard.

#### **2. Work to improve the flow of Information between the district and its stakeholders.**

The Communications Specialist will oversee the design and deployment of a new district website in partnership with the BASD IT department and FinalSite.

##### **The project**

- Will simplify navigation across our website.
- Will eliminate more than a decade's worth of outdated data. This will make it easier for stakeholders to locate forms, follow district processes and procedures, and more.
- Will streamline ongoing maintenance of the site.
- Will create shared responsibility between Communications and IT.



## **Superintendent Standard #5: HUMAN RESOURCE MANAGEMENT**

### **Ensure Effective Interview Processes:**

- Work with Administration to improve the initiation of the interview process following the posting deadlines.
- See methods to improve/enhance the candidate screening process.

### **Review and Revision of Documentation:**

- Continued review of job descriptions to identify gaps and necessary revisions.
- Continued review and development of administrative regulations to support policy impacting the Human Resources Office.

### **Human Resources Team Development:**

- Provide training opportunities to office staff through EPASPA, PASPA, and PASBO to expand knowledge and deepen understanding of Human Resources responsibilities.
- Develop Human Resources staff to be more autonomous and efficient in their respective roles.

## **Superintendent Standard #6: PROFESSIONALISM**

**The superintendent will continue to seek and participate in opportunities to develop additional knowledge and skills to be an effective school leader.**

Throughout the year, I will participate in professional development activities throughout the county and at the state level. These activities include, but are not limited to the following:

- Superintendent's Advisory Council
- Council on Legislative Action
- Numerous PASA Webinars
- BCIU Leadership Series

**Perform all duties in a manner consistent with the expectations of the Board and community.**

- Through Board meeting conversations and weekly communications with the Board president and informal conversations with Board members I will seek direction and input from the Board to help guide my direction.

**Provide a service to the district and community by participating in committees, being active and visible at district events, and participating in community-based organizations.**

- Attend district sporting events, curricular nights, music events, art shows etc.
- Participate in student recognition events.
- Continue to be a member of the Boyertown Rotary.
- Attend monthly Boyertown Foundation Meetings.