

**Westwood Public Schools  
Superintendent's Goals  
2018-2019**

The goals below are formulated using the model set forth by DESE in their Evaluation Educators, Part VI: Implementation Guide for Evaluating Superintendents (2012). The Superintendent's goals are written in concert with the comprehensive District Improvement Goals. The goals articulated here highlight focus areas and are written to thoughtfully recently published Strategy for District Improvement.

**#1 Professional Practice Goal:**

Continue to engage school community in developing a vision focused on student preparation for college and career readiness, civic engagement, and community contributions supported by an articulated improvement strategy.

**Key Actions:**

- Continue to develop skills in strategy development, data analysis, and instructional leadership by completing the second year of the New Superintendent Induction Program (NSIP):
  - Participate in five day-long content sessions with the new superintendents cohort throughout the 2018-2019 school year.
  - Complete all program readings and assignments.
  - Engage in the coaching process (at least 6 hours per month of onsite coaching).

**Benchmarks:**

- Updates to School Committee during Superintendent's Reports
- Mid-year and year-end self-reflection

**#2 Student Learning Goal:**

Expand and invest in programs and practices that provide authentic student-centered learning.

**Key Actions:**

- Refine J-Term for June 2019 based on the pilot feedback from teachers and students, and create structures to support regular renewal of course offerings.
- Analyze the costs associated with the June, 2018 J-Term pilot and plan for long-term sustainability through budget process.
- Continue to gather and assess feedback data during second year of J-Term in order to continue program improvement.

**Benchmarks/Evidence:**

- Report to School Committee regarding J-Term pilot program and feedback
- Production of 2018-2019 J-Term course catalog by December 2018
- Examination and written analysis of J-Term 2019 feedback data

### **#3 District Improvement Goal:**

Continue to collaborate with municipal officials and engage residents to ensure appropriate educational facilities for the future.

#### **Key Actions:**

- Complete the deliverables for the MSBA Eligibility Period and begin the Feasibility Study
- Work with School Committee to articulate and implement a community visioning process for the elementary building project to serve as the basis for the Educational Plan required by MSBA
- Work with consultant to complete security audit, identify priority action steps, and begin implementing recommendations.

#### **Benchmarks/Evidence:**

- Completion of required deliverables for MSBA
- Identification of OPM and designer for the elementary building project
- Community forums and surveys
- Report to SC re: security recommendations and phased plan for implementation

### **#4 District Improvement Goal:**

Continue to implement programs and instructional practices that recognize and support the needs of students and families in an increasingly diverse community.

#### **Key Actions:**

1. Provide teacher training on navigating conversations about culturally-sensitive topics including topics of race.
2. Offer parent education series on talking with kids about race.
3. Continue process of translating district documents into multiple languages that reflect the primary languages spoken by our families.
4. Expand efforts to recruit, hire, and support a diverse staff.

#### **Benchmarks/Evidence:**

- Feedback from faculty regarding the impact of professional development programming on their practice
- DESE student climate data
- Feedback from parents regarding impact of parent programming
- Evidence of hiring initiatives and analysis of staff demographic data