

Superintendent Goals

2021-2022



ANDOVER
PUBLIC SCHOOLS
Massachusetts



DESE: 5 Step Cycle (1 & 2 year)

- **Step 1: Self Assessment**
 - Draft Goals
- **Step 2: Analysis, Goal Setting, Plan Development**
 - Final Goals with Actions & Benchmarks
- **Step 3: Plan Implementation & Evidence Collection**
 - Collect, share, and discuss evidence of goal progress
- **Step 4: Formative Assessment/Eval**
 - Public meeting, mid-year review
 - Feedback, progress discussion, and potential adjustments
- **Step 5: End-of-Cycle Summative Eval**
 - Public Meeting, performance review
 - Goal attainment and performance to standards



DESE Best Practices – New Superintendents

- 1-year Cycles for New Superintendents
 - Superintendents in the first 3 years of role or in district
 - Aligned to expectations and supports associated with MASS - New Superintendent Induction Program



DESE Best Practices – New Superintendents

- 1st year: Examine district needs & develop a coherent, widely understood strategy to address
- Goals for 1st year should account for above while ensuring forward momentum on important efforts at the school and district levels



Goal Recommendations

➤ Goal Recommendations

- 1 professional practice
- 1 student learning
- 2-4 district improvement
- All goals identify Actions & Benchmarks

➤ Focus Indicators

- 6-8 Focus Indicators
 - At least 1 per standard
 - Aligned to goals
- Ties goal progress to performance evaluation



Starting Points – New Superintendents

- **Goal 1: Effective Entry and Direction Setting**
- **Goal 2: Maintaining Momentum During the Transition**
- **Goal 3: New Superintendent Induction Program
(professional practice)**

GOAL Recommendations

Superintendent's Performance Goals



Superintendents must identify at least one student learning goal, one professional practice goal, and two to four district improvement goals. Goals should be SMART and aligned to at least one focus Indicator from the Standards for Effective Administrative Leadership.

| Goals | Focus Indicator(s) | Description | Did Not Meet | Some Progress | Significant Progress | Met | Exceeded |
|-----------------------------|--------------------|-------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Student Learning Goal | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Professional Practice Goal | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| District Improvement Goal 1 | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| District Improvement Goal 2 | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| District Improvement Goal 3 | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| District Improvement Goal 4 | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Standards and Indicators for Effective Administrative Leadership

Superintendents should identify 1-2 focus indicators per Standard aligned to their goals.

| I. Instructional Leadership | II. Management & Operations | III. Family & Community Engagement | IV. Professional Culture |
|------------------------------------|---|------------------------------------|------------------------------------|
| I-A. Curriculum | II-A. Environment | III-A. Engagement | IV-A. Commitment to High Standards |
| I-B. Instruction | II-B. HR Management and Development | III-B. Sharing Responsibility | IV-B. Cultural Proficiency |
| I-C. Assessment | II-C. Scheduling & Management Information Systems | III-C. Communication | IV-C. Communications |
| I-D. Evaluation | II-D. Laws, Ethics, and Policies | III-D. Family Concerns | IV-D. Continuous Learning |
| I-E. Data-Informed Decision-making | II-E. Fiscal Systems | | IV-E. Shared Vision |
| I-F. Student Learning | | | IV-F. Managing Conflict |



APS Timeline & Process – Steps 1 & 2

- **9/15 - 10/18: Superintendent drafts goals (Step 1)**
- **10/21: Superintendent presents goals to SC (Step 2)**
- **10/22-10/29: Goal Refinement (Step 2)**
- **11/4/21: SC Approves 21-22 Goals (Step 2)**



THANK YOU

