Superintendent's Goals 2022-2023 School Year

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S.M.A.R.T. Goals

The format of the following goals is in keeping with the guidelines provided by the Department of Elementary & Secondary Education for performance goals to be "S.M.A.R.T.", i.e., S=Specific and Strategic; M=Measurable; A=Action Oriented; R=Rigorous, Realistic, and Results-Focused; T=Timed and Tracked.

Student Learning S.M.A.R.T. Goal
By the end of January 2023, the Superintendent of Schools will have taken steps to seek an understanding of the effects of the pandemic on the collective academic progress and social and emotional well-being of Shrewsbury Public School students, and will publicly report his findings and recommendations.

Actions to achieve this goal:
- Interacting with students at each grade span (PreK-4, 5-8, 9-12) through school visits and meetings with student groups (focus groups, student leadership groups, etc.)
- Interacting with education staff at each grade span (PreK-4, 5-8, 9-12) through school visits and meetings with educator groups (focus groups, advisory councils, department/grade level teams, etc.)

Student Learning S.M.A.R.T. Goal (Continued)

- Interacting with parents/caretakers at each grade span (PreK-4, 5-8, 9-12) through school visits and meetings with parent/caretaker groups (focus groups, advisory councils, parent association leaders, etc.)
- Analyzing data from academic assessments, survey instruments, and other sources, with a focus on where academic achievement gaps or disparate social and emotional well-being outcomes exist among different student populations
- Synthesizing information gathered locally, comparing it with state and national analysis, and developing findings regarding how SPS students are faring given the circumstances related to the ongoing pandemic

Student Health & Well-Being S.M.A.R.T. Goal
By the end of January 2023, the Superintendent of Schools will present a recommendation for a plan to improve the sleep health of students, which may include changes to school start times to the School Committee for approval.

Actions to achieve this goal:
- Convene a Sleep Health Advisory Committee, consisting of students, parents, and staff, to study the science, logistics, and best practices regarding this issue and develop recommendations of multiple options to improve student sleep health to the Superintendent
- Conduct multiple online exchanges and surveys with stakeholders (students, families, staff) in order to understand perspectives and preferences and to solicit feedback regarding options developed by the Advisory Committee
- Communicate information regarding the topic to stakeholders throughout the process

District Strategy S.M.A.R.T. Goal
By the end of February 2023, the Superintendent of Schools will present an updated five-year set of strategic priorities and goals to the School Committee for approval.

Actions to achieve this goal:
- Conduct multiple online exchanges and surveys with stakeholders (students, families, staff, community members)
- Participate in various strategic planning forums with stakeholders
- Gather and share data on students' academic progress and social and emotional well-being (see Student Learning S.M.A.R.T. Goal above)
- Participate in the Massachusetts Association of School Superintendents' Racial Equity, Diversity, and Inclusion (REDI) program to facilitate a process that ensures that the proposed five-year strategic priorities and goals include elements designed to advance equity and anti-racism
- Work with outside consultants as necessary to develop the updated plan

Professional Practice S.M.A.R.T. Goal
By the end of April 2023, the Superintendent of Schools will have developed and implemented updates to both external and internal communications protocols, in order to improve the effectiveness of communications with families and with staff.

Actions to achieve this goal:
Work with the leadership team, and various stakeholder advisory groups to:
- Identify ways in which both external and internal communications can be most helpful and effective for the needs of different staff stakeholder groups
- Consider exemplar processes from other school districts and other organizations
- Establish protocols for communications and build a routine for predictable distribution and archiving of information in various formats
- Once implemented, collect feedback from families and staff to determine the effectiveness of changes to communications