



# Shrewsbury Public Schools

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Joseph M. Sawyer, Ed.D.  
Superintendent

November 22, 2023

To: School Committee  
From: Joe Sawyer  
Re: Proposed Goals for the 2023-2024 School Year

With the district's strategic goals and action steps for 2023-2024 approved on November 15, in turn I am submitting my personal goals for this school year. Per the Department of Elementary and Secondary Education's framework for evaluating the superintendent of schools, the superintendent is responsible for the district's goals, as well as two categories of individual goals, one for student learning and one for professional practice. These goals are designed to be completed by early April so that they can be included in my summative evaluation, which is to be completed prior to the next School Committee election.

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.

Because the district goals are very specific regarding a number of metrics for student learning, and some will not be complete at the point of my summative evaluation, this student learning goal focuses on creating the conditions for improved student learning by communicating about and garnering support for adequate fiscal resources to advance our strategic priorities under our district's "commitment to educational excellence."

The professional practice goal is the same as the one I proposed last year, as I did not make the progress I had hoped regarding improving communications protocols. However, I believe this remains an important facet of developing my own professional practice, and the collective practice of the district, and since it is work that I am still engaged with I believe maintaining this goal is appropriate.

### **Student Learning S.M.A.R.T. Goal**

**By April 2024, the Superintendent of Schools will have presented a Fiscal Year 2025 budget plan that outlines the district's fiscal priorities for advancing student learning and, in collaboration with other district leaders, will have effectively communicated these priorities to stakeholders in order to gain support for the budget plan.**

#### **Actions to achieve this goal:**

- Work with district leaders to develop a Fiscal Year 2025 budget plan that makes investments in the strategic priorities for the district's commitment to educational excellence
- Present the plan in a manner that clearly articulates key investments designed to advance student learning
- Communicate the importance of these investments through public presentations and written documents shared with stakeholder groups in order to gain support for the Fiscal 2025 budget plan

### **Professional Practice S.M.A.R.T. Goal**

**By April 2024, 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, including participating in a national superintendent professional development cohort through the *Leading Now* organization
- 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