

## GOALS OF THE SUPERINTENDENT

P2102

Recognizing the value of pursuing continuous improvement in the education of Westford's children, the School Committee establishes the following guidance for the establishment, monitoring, and evaluation of annual goals to be pursued by the Superintendent. The School Committee will work with the Superintendent to identify and realize goals designed to fortify and build upon the strengths of the school system and to responsibly address its weaknesses.

In July each year the Superintendent shall evaluate district performance by analyzing data acquired from multiple sources, such as data collected by the state, district, and individual schools. The annual data, as well as year-to-year trends in the data, shall be used to assess school and district strengths and to define areas for improvement. These data analyses shall inform the creation of focused, measurable goals and shall be presented to the School Committee with the proposed goals themselves. There shall be at least one goal in each of the areas of student learning, and professional practice. There shall be two to four suggested goals in the area of district improvement.

The draft goals created by the Superintendent shall be 'SMART' goals, in that they shall be:

S = Specific and Strategic

M = Measurable

A = Action Oriented

R = Rigorous, Realistic, and Results-Focused

T = Timed and Tracked

On or before September 1st of each year, the Superintendent shall provide the School Committee a package of proposed goals which includes:

- Analyses: District data, how it illustrates strengths and weaknesses, and its relationship to the candidate goals
- Candidate Goals: One or more goals in each of the areas of professional practice and student learning categories, as well as two to four district improvement goals. The package may describe possible alignment of the goals of principals and/or other staff.
- Proposed Action Plans: Key actions, timelines, and benchmarks the superintendent proposes be gathered against each goal for the evaluation process
- Success Criteria: The explicit criteria defining achievement of each proposed goal for the current school year (multi-year goals must have specific achievement criteria for each year the goal is adopted)

During September of each year, the School Committee shall discuss the action plans and success criteria of the superintendent's proposed student learning and professional practice goals with intent of ensuring the goals are:

- a. Challenging
- b. Measurable
- c. Focused on high-priority needs of the district's students

Recognizing the value of also pursuing more strategic goals for improving the district, the School Committee shall collaborate with the Superintendent to define two to four district improvement goals which are also challenging, measurable, focussed, and accompanied by action plans and success criteria. The Superintendent's proposed district improvement goals shall form the basis for initiating this collaboration. It is expected that the district improvement goals proposed by the Superintendent will typically be adopted by the School Committee, with revisions as necessary to align the Superintendent and School Committee visions of district success and goal accomplishment.

During September, the Superintendent may also seek to incorporate changes which result from his/her discussions with administrators on aligning WPS staff goals within the district.

Once defined and adopted by the School Committee, the district improvement, student learning, and professional practice goals—and their associated key strategies, timelines, and benchmarks of progress—become the Superintendent’s Annual Plan. The School Committee and the Superintendent shall mutually agree upon his/her Annual Plan by the first School Committee meeting in October of each year.

#### REFERENCES

P2103 – Evaluation of the Superintendent

MGL Ch 69, Section 1 – Educator Evaluation Law

CMR 35 – Educator Evaluation Regulations