

Superintendent Goals Approved 2.28.20

Introduction

The superintendent's primary focus should be on academic achievement, and her major time commitment should be on academic achievement. At the same time, we recognize that improving behavior, student climate and attendance are elements to improving achievement.

Coming up this year, the city will receive a substantial amount of new funding through the Student Opportunity Act. It will be required of the superintendent to spend a significant portion of her time in putting together a budget and proposals for the proper use of that funding.

The school committee recognizes that it is setting the goals much later than they should have been set and understands that some goals will be started but cannot be completed by June 30.

Budgeting

The superintendent will lead a process that results in a clearly defined Student Opportunity Act District Plan. The plan must involve the input from the schools, parent groups and the community. The final plan must contain clearly defined targets and outcome measures and must comply with all DESE requirements and expectations. The plan will achieve the following:

- Prioritize the use of the increase funding based upon data as to what measures will improve student achievement and be prepared to justify to the school committee and the public what data justifies the allocation of funding.
- Prioritize funding for increased after school, summer school and extended learning time programs. It is expected that there will be a minimum of a 10% increase in the number of students in extended learning time programs by the summer of 2020.
- Establish some funding in the upcoming budget to match the successes we had at Tilton School. This will include taking performance measures of the success at Tilton School and then matching the best practices to the budget. The budget will specifically identify which measures worked and will identify areas in the budget where those measures have been applied to other schools.

Academic Achievement

When evaluating the superintendent, the school committee shall base one half of the evaluation on improvement in MCAS scores and one half on other matters. It is understood that the portion of the evaluation that is based upon MCAS will have to wait until the MCAS test results are released in the fall.

MCAS

The standard for the superintendent is to increase overall MCAS performance test scores. The DESE uses an accountability system that brings together a set of measures in order to provide clear, actionable information about district and school performance. In Massachusetts, accountability results are calculated using information related to student performance on state tests, chronic absenteeism, high school completion, and advanced coursework completion. Massachusetts sets annual improvement targets for every district and school. Targets are set for achievement, growth, English learner progress, chronic absenteeism, high school completion, and advanced coursework completion. Districts and schools with a target percentage of 75% or higher are considered to be meeting or exceeding targets (reportcards.doe.mass.edu).

The superintendent's goal this school year is to increase Haverhill's report card in the state's accountability system by 3%.

Non MCAS

The superintendent will reduce the dropout rate at Haverhill High School by 5%.

- The superintendent will increase the number of students engaged in summer school programs by 10%.
- The superintendent will increase the number of student in grades 1-3 who meet grade level reading by 10%.

Outreach and Communication

The superintendent will increase her outreach and communication to the community, school community, including the school committee. The superintendent shall be prepared to demonstrate to the school committee the increased outreach and communication that has occurred. The superintendent will provide regular outreach and communication to school committee members and shall call each school committee member no less than once per month to update them on school matters.

The superintendent will develop her own comprehensive communication plan which can be demonstrated in a number of ways including the following suggestions:

- A coffee with the superintendent series conducted in various locations to seek input
- A monthly newsletter to the school community with a copy sent to school committee members.
- Regular meetings with principals, parents and teachers including attendance at PTO and site council meetings, attendance at school events
- Periodic short videos.
- Establishing a district wide committee of parent representatives;
- Develop a system so that every phone call and every email is responded to by the superintendent or by a school department official within three business days.
- Provide an outreach plan to reach Spanish speaking parents,
- Develop a system so that every phone and every email of a HPS teacher is returned within three days of receipt.

Attendance and Discipline

The superintendent will:

- conduct a campaign to decrease chronic absenteeism and increase attendance with a goal of achieving a 4% reduction in the number of students who are chronically absent.
- Meet DESE District-Wide Accountability Targets for Chronic Absenteeism
- A positive behavior plan will be adopted for each building.
- The superintendent will instruct principals to send a communication to the parents on the importance on attendance three times a year.

Diversity

The superintendent will continue to work with the diversity committee and will improve the number and diversity of students in early college classes and advanced placement classes by 5% without lowering the achievement level required of each child.

Training

The superintendent will institute a plan for the training of substitute teachers, and will provide research base training for new teachers including mentoring new teachers.

Maintenance

The superintendent will cooperate with the city in the study of the maintenance department, and will work to develop a plan so that regular preventative maintenance is performed in all schools.

The superintendent will present to the school committee by June 30, 2020, a preventative maintenance plan that covers all school buildings.