



Superintendent's 2023-2024 Goals

The following goals represent short-term as well as ongoing long-term goals. Each year the Superintendent will refresh the Superintendent's Goals by removing those goals that have been met, continuing with those goals that are ongoing, and adding new goals as needs arise. The goals also reflect the collective work of the central office team, the Board of Education, and the faculty and staff of the South Windsor Public Schools. Due to the nature of our work, goals will be measured both qualitatively and quantitatively.

This document is designed to communicate the overarching priorities for the Superintendent's work. For each of these goals there are extensive action steps. The purpose of this document is to provide a lens through which to view the areas of focus for the Superintendent.

Short-Term Goals

to be completed
by July 2024

Goal: Complete Ten-Year Elementary Facilities Plan

- **Phase Three:** Collaborate with the State Departments of Education and Administrative Services, Public Building Commission, architects, owner's representative, construction professionals, Board of Education staff, and town staff regarding 2023-2024 tasks associated with Phase Three — Pleasant Valley Elementary School.
 - Work with project professionals, town staff, PBC and the state to secure TCO in order to open building on time
 - Move staff, students, and FFE from original Pleasant Valley Elementary School to the new school
 - Relocate entire preschool program from Timothy Edwards Middle School to the new Pleasant Valley Elementary School
 - Relocate Social, Academic, Inclusion, and Life Skills (SAILS) program from Eli Terry Elementary School to the new Pleasant Valley Elementary School
 - Demolish the original Pleasant Valley Elementary School
 - Respond to typical punch list items
 - Respond to design issues related to FFE

Goal: Closely monitor increasing enrollment and impact on facilities and staffing

- Closely monitor enrollment projections and work with consultants to determine impact on schools. Implement mitigation strategies at all levels to respond to increasing enrollment. Plan for demographers to present enrollment trends to Board of Education.
 - Secure additional staffing needed to support increased enrollment
 - Finalize transition of Wapping School to serve as High School Annex
 - ⇒ Update Annex wireless network
 - ⇒ Install classroom and staff technology at Annex
 - Work with project professionals to design expansion of Timothy Edwards Middle School cafeteria kitchen and implement seating layout changes to cafeteria to accommodate increased student enrollment
 - Install two portable classrooms at Philip R. Smith Elementary School
 - Identify potential locations for transition program



Superintendent's 2023-2024 Goals

(continued)

Short-Term Goals

to be completed by July 2024

Goal: Implement Initiatives Identified in the 2023-2026 Strategic Plan

- Wellness
 - Increase quality and quantity of athletic fields
 - Propose plan for a lighted athletic field at the high school
 - Install new post tension concrete tennis courts to replace existing courts that are in disrepair
 - Increase staffing and resources for mental health services
- Learning Environment
 - Complete rollout of safety officers at elementary schools
 - Increase the number of safety officers at secondary schools
 - Propose new traffic pattern at South Windsor High School
 - Improve cybersecurity infrastructure and staff training
- Talent Management
 - Continue progress with increasing the racial, ethnic, and linguistic diversity of staff across the district
 - Strengthen and develop partnerships with higher education and teacher preparation programs
 - Develop comprehensive onboarding, mentoring and support strategies to attract new candidates and retain current staff
 - Expand commitment to job-embedded personalized learning
- Student Achievement
 - Implement new K-2 curriculum aligned with Science of Reading
 - Leverage additional interventionists at the middle school and high school
 - Provide professional learning to HS staff to bolster capacity to implement strategies to support SAT achievement
- Student and Family Experience
 - Promote restorative practices
 - Increase opportunities and access to afterschool programming
 - Continue to foster culturally responsive classrooms

Long-Term Goals

to be completed over a span of multiple years

- Goal:** Maintain safe school climates and continually strengthen our school security posture
- Goal:** Continue effective communication practices
- Goal:** Support the necessary strategies and advocate for the requisite resources to increase student achievement
- Goal:** Continue engagement in regional, state and national discourse on education issues as well as contribute further to the profession through mentoring and teaching opportunities in the field of educational leadership