



Superintendent's Annual Plan, 2023-24
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Rationale:

The Educator Evaluation Model System from DESE is organized around a five-step cycle with the rationale of having all educators play a more active, engaged role in their professional growth and development.



Under the state regulations, evaluation is an annual process beginning with self-assessment and concluding with summative evaluation and rating of the educator's impact on student learning. It also is a continuous improvement process in which evidence from the summative evaluation and rating of impact on learning become important sources of information for the superintendent's self-assessment and the district's subsequent goal setting. This process is consistent for all professional staff: superintendents, central office administrators, principals, teachers, and specialized instructional support personnel.

This document represents the second step of this process for me, the proposed *Annual Plan of the Superintendent*. This plan contains SMART goals of the following types:

- Student learning goals
- Professional practice goals
- District improvement goals

These goals have been drafted based upon self-evaluation using the *Superintendent's Evaluation Rubric* and consultation with the District Leadership Team and the Sandwich School Committee. They are also aligned with "Next Steps" as detailed in my [Entry Plan Findings Report](#). The goals are authentic and most importantly, reflect what is currently happening in the district. Each detailed goal also has key strategies, benchmarks of progress, and a timeline for each action. Together, these elements make up the Superintendent's Annual Plan that will serve as the basis for my performance.

Also included in this plan is a delineation of artifacts that may be used as additional evidence of proficiency in the four performance standards of *Instructional Leadership, Management and Operations, Family and Community Engagement, and School Culture*.

Evidence for Superintendent's Evaluation

The following artifacts will be uploaded to an online electronic portfolio (available at www.jpmpportfolio.org) to serve as supplementary evidence of proficiency in the four performance standards. The portfolio will be completed by April 1, 2024.

Standard I: Instructional Leadership

- Log of weekly school and classroom visits
- Sample feedback/communication from principals to teachers based upon classroom visits
- Professional development/team planning activities focused on the SPS *Portrait of a Graduate* competencies
- Reflection/analysis of district state assessment and accountability data-presentation given to the Sandwich School Committee in November 2023
- Written analysis of teacher SMART goal setting and follow-through by principals
- Progress report on *Superintendent's Goals* and *District Improvement Goals*

Standard II: Management and Operations

- FY2025 budget documents and presentations
- Budget monitoring reports, annual audit report
- Artifacts/analysis from the work of the district curriculum committees (e.g., schedules, descriptions of sessions on district PD release days) and elementary and secondary teaching & learning leadership teams
- District and School Safety Plans; schedule, planning, and implementation of shelter in place, evacuation/reunification, and ALICE protocol procedures
- Sample agendas/artifacts from District Leadership Team meetings
- Sample school committee and subcommittee agendas with written analysis

Standard II: Family and Community Engagement

- Completed SPS Communication Plan with specific goals, benchmarks, timelines, and designated responsibilities for systematic, coordinated communication
- Sample communications with families and the community: monthly *Enterprise* columns, monthly cable access TV interviews (i.e., *Ask the Supt* on SCTV), mass emails, newsletters, use of social media, etc.
- Results of ongoing customer satisfaction surveys sent to SPS families

- Written analysis of a challenging problem where parents had to be personally engaged to arrive at solution
- Agendas, presentations, etc. from events that are sponsored by community-based organizations where I have created a connection with the district/community
- Communication with families regarding District Improvement Goals, the FY2025 Budget, and SPS capital needs

Standard IV: Professional Culture

- Progress reports on action plan completion of the new district strategic plan.
- Sample agendas/minutes/artifacts from District Leadership Team meetings
- Examples of written correspondence to various stakeholders
- Sample formative administrator evaluation (mid-cycle review) with feedback on that administrator's plan and goals
- Delineation of personal professional development activities for 2023-24 through activities associated with professional organizations such as MASS (Massachusetts Association of School Superintendents), MASSCue (Massachusetts Computer Using Educators), and AASA (American Association of School Administrators) with a written reflection

Superintendent's Goals 2023-24

Student Learning Goal:

Goal 1: Student Mathematics Achievement

Student achievement in mathematics in the middle school will continue to grow to pre-pandemic levels, as Grade 7 and Grade 8 proficiency levels will increase by at least 3% annually for the Spring 2023 and Spring 2024 MCAS Mathematics results.

Key Actions:

1. By June 2023, district personnel will select and the Sandwich School Committee will approve a new math series that is closely aligned with the MA State Frameworks.
2. By September 2023, district administration and grade level teachers will conduct an item analysis of Spring 2023 MCAS results to determine specific content strands where student responses do not demonstrate proficiency.
3. By September 2023, district administration and grade level teachers will identify students that require Tier II (short-term) interventions based upon Spring MCAS results and district diagnostic assessments such as *iReady*.
4. By September 2023, SMHS will develop and implement a robust MTSS (Multi-Tiered System of Supports) team process that effectively monitors the progress of Tier II and Tier III intervention students.
5. By May 2024, ensure fall, winter, and spring administrations of the *iReady* mathematics diagnostic assessment to all 7th and 8th grade students.
6. By May 2024, working with the assistant superintendent, SMHS Principal, and the mathematics department chair, ensure fidelity to the new mathematics series (i.e., the written curriculum is the taught curriculum).
7. By September 2023, ensure that there is a calendar of common formative assessments that are adopted/ designed and administered to all 7th and 8th grade students in common mathematics courses on at least a quarterly basis.

Benchmarks:

1. Approval of new mathematics series by the Sandwich SC in June 2023.
2. MCAS Analysis Report for mathematics, grades 7 & 8 for Spring 2023, administration; student and content strand analysis.
3. Agendas & minutes of SMHS MTSS Team meetings as evidence of identification and progress monitoring of students in need of intervention.
4. *iReady* assessment results/parent progress reports for all 7th and 8th grade students for each administration (fall, winter, spring).

5. Calendar and notes from administration classroom walkthroughs for the purpose of curriculum implementation monitoring, noting use of series workshop activities and instructional differentiation.
6. Completed calendar of 7th/8th grade common math assessments with planned strategies for common scoring and calibration protocols during early release professional development days.

Professional Practice Goal:

Goal 2: Improved Customer Service

Throughout the 2023-24 school year, the district will provide improved internal and external customer service, as evidenced by improved communication, follow through, and solicitation and responsiveness to feedback.

Key Actions:

1. By August 2023, the focus of the District Leadership Team summer retreat will be leadership related to enhanced customer service.
2. By August 2023, there will be facilitated conversations focused on roles and responsibilities between building administrators and central office staff, along with norms for interactions and follow through.
3. By September 2023, along with the District Leadership Team, I will establish and communicate clear expectations for updating and posting assessment scores and grades in the PowerSchool Parent Portal.
4. By September 2023, the District Leadership Team and I will establish parameters and expectations for weekly positive communication by teachers to student families.
5. By September 2023, I will research and implement a texting/survey application that will enable district families to provide quick feedback on district/school activities, programs, and/or practices through “push surveys.”
6. By January 2024, develop and implement other means of feedback means, such as feedback cards (e.g., in each school’s main office) and exit interviews of students/staff/families.
7. By January 2024, I will deliver a report to the School Committee and community detailing how the district responded to family feedback.

Benchmarks:

1. District & School Improvement Plans for 2023-24 school year with specific, tangible plans for improved customer service.
2. Completed group norms document that is published and revisited throughout the 2023-24 school year.
3. Memorandum of Agreement (MOA) with the Sandwich Educators Association regarding minimum requirements of teacher updating/posting of assessment results and grades in PowerSchool by September 2023.
4. Implementation of weekly teacher communication of positive feedback to families for the 2023-24 school year.

5. Successful implementation of a texting/survey application for the start of the 2023-24 school year.
6. Completed public report/presentation to the School Committee on the district's response to family feedback in January 2024



Highlighted District Improvement Goals 2023-24

Goal 1: Improved Retention/Enrollment in the SPS

By May 2024 the district enrollment will begin to stabilize, with a loss of no fewer than 2.5% of district enrollment for October 1, 2023 (vs. 10/1/22) and a decrease of students matriculating to other options between 8th and 9th grade, from 35% to 25%, based upon data collected in the spring of 2024.

Key Actions:

1. By May 2023, the district will promote/advertise school choice to neighboring communities at targeted grades and enhance choice enrollment for 2023-24 by at least 10%.
2. By June 2023, the district will analyze and publicize the results of the 7th/8th grade family survey, using the feedback as a leverage for positive change.
3. By November 2023, conduct additional family surveys and focus groups to gauge customer satisfaction and solicit further feedback.
4. By November 2023, conduct a SMHS Showcase for families of 7th and 8th grade students to highlight all that SHS offers in academics, extracurriculars, and athletics, focusing on engaging and unique programming.
5. By May 2024, ensure a smoother student transition between 6th and 7th grade by bridging the gap in each school's practices and policies, particularly at the two grades.

Benchmarks:

1. Increased school choice enrollment by at least 12 students (from 119 to 131) for September 2023.
2. Summary of spring 2023 results shared via district website, newspaper, email, and social media.
3. Scheduling and implementation of focus groups on specific topics during the fall of 2023.
4. Successful SMHS Showcase event before Thanksgiving 202 .
5. Creation of common 6th and 7th grade policies and practices regarding homework and grading and clear articulation to students and families.

Goal 2: Improved Systemic Communication

By May 2024 there will be greater consistency among schools and individual classrooms to disseminate information about district/school activities and accomplishments and promote effective two-way communication between educators and our students' families.

Key Actions:

1. By June 2023, design and publish "Blue Knight Highlights," a weekly e-newsletter for SMHS families that is focused on student achievements and events.
2. By August 2023, publish the new *SPS Annual Report*, highlighting district statistical and budget information, accomplishments, vision, and challenges. Disseminate electronic and hard copies to all families and throughout the community.
3. By September 2023, implement the mass SMS (texting) function of PowerSchool, enabling text messages to families to share key school/district information.
4. By September 2023, publish and disseminate through various means (email, social media, etc.) a weekly e-newsletter, "This Week in the SPS," highlighting district events, activities, and student/staff accomplishments.
5. By September 2023, research and implement a texting/survey application that will enable district families to provide quick feedback on district/school activities, programs, and/or practices through "push surveys."
6. By October 2023, develop and implement a district communication plan, one that delineates types of regular external communications and designates responsibility.

Benchmarks:

1. Publication of "Blue Knight Highlights" by the conclusion of the current school year.
2. Summer 2023 publication of first-ever *SPS Annual Report*.
3. Successful implementation of the mass SMS function of PowerSchool (with parent opt-in capacity).
4. Weekly publication of "This Week in the SPS" for the start of the 2023-24 school year.
5. Successful implementation of a texting/survey application for the start of the 2023-24 school year
6. Presentation of district communication plan to the Sandwich School Committee in October 2023.

Goal 3: School Safety

By May 2024 each school will conduct appropriate safety drills (shelter in place, ALICE protocol, evacuation/reunification) and implement all recommendations in the School Safety Review conducted by A.C.T. for Safety in March 2023.

Key Actions:

1. By June 2023, implement the *Intrado Safety Shield* mobile application as a safety management platform for all SPS employees, starting with Forestdale staff.
2. By June 2023, in conjunction with Sandwich public safety, conduct a complete evacuation drill of the Forestdale ES, using it as a template/learning opportunity to refine school evacuation and reunification procedures.

3. By September 2023, ensure that all three schools have fully functioning BERT (Building Emergency Response Team) teams with a set schedule/agenda for regular meetings.
4. By October 2023, meet with the Sandwich Police Chief to review, assess, and renew the School Resource Officer Memorandum of Understanding (MOU).
5. By December 2023, meet with Sandwich Police and Fire Chiefs for the purpose of conducting the legally mandated Safe School Meeting (MGL, Ch. 159, S. 163) and reviewing the district Multi-Hazard Evacuation Plans.
6. By January 2024, conduct additional staff development in practice of ALICE protocols.
7. By January 2024, work with the District Safety Team and the SC Policy Subcommittee to draft policy to address safety issues such as security camera use, after hours building use, and emergency procedures for field trips/school trips.
8. By March 2024, procure town support for capital investments in safety-related expenditures (e.g., security camera upgrades, exterior lighting, signage, etc.)
9. By May 2024, conduct at least one of each three major event drills (evacuation/reunification, shelter in place, hostile intruder) at each school.

Benchmarks:

1. Download and training in use of the *Intrado Safety Shield* application by the conclusion of the current school year.
2. Successful Forestdale evacuation drill and after-action review in June 2023.
3. Calendar and agenda/minutes of each school's BERT team meetings for the 2023-24 school year.
4. Updated MOU between the SPS and the Sandwich Police Department on the SRO program based upon the assessment of the program's effectiveness.
5. Report to the School Committee regarding the results of the annual Safe School Meeting.
6. Successful completion of hands-on drill practice during Wednesday early release days.
7. New SC policies regarding security camera use after hours building use, and emergency procedures for field trips/school trips.
8. Community support for designated safety-related capital expenses in the town's FY25 budget request by the Fin Com and Select Board and Annual Town Meeting in the spring of 2024.
9. Successful completion of safety drills at all three schools during the 2023-24 school year.

Timeline for Superintendent's Performance Evaluation



Cycle Step 1: Self-Assessment

Completed in May 2023

Cycle Step 2: Analysis, Goal Setting, and Plan Development

Goals established in May;
Plan proposed to SC on 5/10/23

Cycle Step 3: Implementation of the Plan

May 2023-April 2024

Cycle Step 4: Mid-Cycle Goals Review

To be performed by the School Committee by 11/3/23 and reported at the 11/15/23 SC meeting

Cycle Step 5: Summative Evaluation

Portfolio completed by 4/1/24;
Summative Evaluation to be completed by 4/19/24 and reported at the SC meeting of 4/24/24