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Superintendent's Goals 2021-2022

As we emerge to the next phase of the pandemic, my goals reflect what we learned over the past 18 months, the District's strategic plan initiatives, and the need to continue to monitor health and safety.

[2019 Indicator Rubric for Superintendent Evaluation](#)
[2018-2023 Strategic Plan](#)
[COVID Protocols](#)

The template below will allow for documentation of progress and evidence.

Student Learning Goals

In conjunction with the Interim Director of Student Services, conduct a special education needs assessment and strategic objectives for an incoming permanent director. (Standard IA-C, E and Strategic Objective I)	
-Review special education processes and develop consistency across PreK-PostSecondary	
-Review intensive programming for placement processes, student needs and enrollment	
-Collaborate with SEPAC	
-Review prior West Ed reviews for progress and areas of needs	
-Hire a permanent Director of Student Services	

In collaboration with the Assistant Superintendent of Teaching and Learning, Interim Director of Student Services, and building principals, review and develop literacy instruction with a focus on phonics. (Standard IA-C, E and Strategic Objective I)	
-Review current regular education and special education assessment and diagnostic data	
-Review academic screeners and targeted instructional tools	

-Pilot new technical tools available through Harvard in early literacy	
-Review and apply Massachusetts Dyslexia Guidelines	
-Establish and enhance consistent processes and instructional practices vertically and horizontally	

In collaboration with the Assistant Superintendent of Teaching and Learning and building principals, prioritize formal programs focused on student well-being. (Standard I, Strategic Objective II)	
-Reset Challenge Success work at CMS and CCHS	
-Review Spring 2021 Challenge Success data at CMS and CCHS	
-Support replacement of the defunct Open Circle Program K-5	
-Message to staff, students and community a focus on relationships and connection	

Professional Practice Goals

Throughout the health crisis, communicate in multiple formats with all stakeholders as to revised plans, the response to COVID cases, and the impact on teaching and learning with the purpose of physical and mental well-being. In addition, increase communicate of district initiatives. (Strategic Objective II, Standard IIIC, IIID, IVC)	
-Communicate with staff via at least weekly emails, staff meetings	
-Communicate with families via at least weekly emails, attendance at virtual school events, and informational webinars	
-Gather ongoing feedback including through surveys of staff, parents, and students	
-Develop balance between pandemic communication and other district initiatives with support of building and central office leaders	

To ensure the safety of all students and staff, continue to partner with local and state health officials, monitor virus transmission rates and address the needs of students, families and staff (Strategic Initiative II, Standard IIA, Standard IIIC, IIID, IVC)	
-Support consistent use of screeners, protocols, etc.	
-Communicate continuously with health officials as to virus rates, changing plans, and response to cases	
-Monitor and adjust safety protocols as needed	

District Improvement Goals

Develop and implement a budget process focused on district priorities and objectives in conjunction with the Assistant Superintendent of Finance and Operations (Standard IIE)	
-Communicate with officials in both communities as to budget develop and ongoing impacts to local budgets	
-Monitor state messages regarding FY23 and beyond	
-Support the Director of Finance and Operations in budget development process	
-Ensure budget reflects needs in DEI, mental health, academics, and environmental sustainability	

In conjunction with the Director of Diversity, Equity and Inclusion, further the work in anti-racist and cultural competency practices of the districts to address issues of racism, inequity, and exclusionary practices. (Strategic Initiative III, Standard IVB)	
-Ensure a safe space of discussions by students, parents, staff, and community through forums, committees, and other mediums	
-Support Director's entry plan, subsequent strategic plan, and data review	
-Serve on MASS DEI Committee	
-Attend various school and community discussions including School Committee DEI Subcommittee, CCTA DEI committee, District Cultural Competency Committee	

Further the work of the Concord Middle School Building Project through the remainder of schematic design and into design development while preparing for instructional use of a new school. (Strategic Initiative IV, Standard 1E, IIA)	
-Support the Assistant Superintendent of Teaching and Learning and CMS Principal in professional development with CMS staff regarding teaming and interdisciplinary work	
-Collaborate with the professional design team, OPM and CMSBC through schematic design and into design development	
-Coordinate with town leadership as to Special Town Meeting process	
-Communicate progress with staff, parents, and community at large	