



Nazareth Area School District



Dr. Richard R. Kaskey Goals for 2022-2023

Standard 1: Developing and Implementing Shared Vision, Goals, and Annual Measurable Objectives

The Superintendent collaborates with the board to develop district-wide goals and annual measurable objectives that support the district's comprehensive plan and promotes district success through the systematic implementation of effective strategies, and the monitoring and evaluation of progress. District-wide goals and annual measurable objectives are clearly defined with action steps and identified outcomes. The goals and objectives are calculated to advance the district's performance and/or reduce a gap or challenge faced by the district (including academic, fiscal, human resources, and technology).

Key Performance Indicators

- Collects manages, and uses data to identify goals and objectives, and monitor and assess progress and organizational effectiveness;
- Promotes continuous and sustainable improvement and accountability related to district goals and annual measurable objectives;
- Collaboratively evaluates progress and impact of goals and objectives and recommends revisions as needed.

Goals

- Incorporate the key components of the 2022-2025 Comprehensive Plan in recommendations made to the Board of Education.
- Strive to achieve all of the goals listed in the new Superintendent's 100-Day Entry Plan and Beyond. (Entry Plan – attached)
- Work with the Assistant Superintendent to evaluate the academic performance of all students, and develop and monitor plans to address academic gaps identified through the analysis of a variety of measures including but not limited to:
 - Norm-referenced assessments
 - PA Standardized assessments
 - Curriculum-based assessments
- Work with the Assistant Superintendent to monitor the building-based Digital Learning Environment Plan in congruence with the 2022-2025 Comprehensive Plan.

Standard 2: Student Growth and Achievement

The Superintendent focuses on the academic growth and achievement of district students and uses multiple data sources for assessment. The Superintendent implements research-based strategies and initiatives to develop, support, monitor and evaluate district curriculum, assessment systems, programs, and services to support student growth and achievement.

Key Performance Indicators

- Student achievement on Pennsylvania System of School Assessment (PSSA) tests;
- Student achievement on Keystone Exams;
- Student growth as measured by the Pennsylvania Value-Added Assessment System;
- Attrition rates or graduation rates.

Goals

- Continue the development of blended learning opportunities for students while building teacher and staff capacity in providing these opportunities.
- Improve student academic growth in each of the core content areas with a specific focus on mathematics (MA) and identified student subgroups.
- Make recommendations to the Board of Education in respect to options to increase student achievement based on standardize test data performance and key District performance indicators.
- Monitor the implementation of all standard student evaluation programs that are in place for students and provide the Board of Education with the justification of such programs.
- Review and support the implementation of effective instructional practices based on best practices identified through research-based strategies.
- Work with the Assistant Superintendent to evaluate, develop, and align our curricular programming, and teacher instruction and delivery.

Standard 3: Governance and Administration

The Superintendent consistently collaborates with the board to establish policies and procedures that promote effective relationships between the Superintendent and the board, as well as high- quality education for all students. The Superintendent understands the difference between public school governance and administration and demonstrates the ability to implement policy through the administrative role.

Key Performance Indicators

- Facilitates the review and revision of school board policies based on changes in law, regulations, and district processes, and develops or revises administrative regulations or procedures for implementing board policy;
- Incorporates understanding of the overlapping roles of federal and state agencies that affect district operations into district planning, recommendations, and decisions;
- Establishes and implements clear procedures for Superintendent/board individual and working relationships.

Goals

- Attend the New Superintendent's Academy offered by the Pennsylvania Association of School Administrators (PASA) - three (3) Sessions: Strategic & Cultural Leadership, Systems Leadership, and Professional & Community Leadership.
- Establish effective communication with the school board - communications must be timely, consistent, and focused on the needs and expectations of both with mutual respect. Trust and respect between the superintendent and school board is the best way to foster — and keep —

a positive and long-lasting relationship to be unified in advancing student achievement and school district success.

- Incorporate understanding of the overlapping roles of federal and state agencies that affect district operations into district planning, recommendations and decisions.
- Revise district and school practices to align with legislative changes. Make recommendations specific to the Nazareth Area School District.
- Work with the Assistant Superintendent to review and revise administrative regulations in alignment with NASD approved policies.
- Work with the Director of Human Resources to facilitate the review and revision of school board policies in collaboration with the Board Policy Committee chair and committee members.
- Work with the Director of Human Resources to provide policy requirements/recommendations established by the government (federal, state, and local).

Standard 4: Effective Management: District Operations

The Superintendent consistently leads, monitors, and evaluates the management of operations to ensure that organizational resources are managed efficiently and effectively. The Superintendent ensures that fiscal and technological resources are allocated appropriately. The Superintendent also ensures that organizational time is aligned with the support of effective district operations.

Key Performance Indicators

- Monitors and evaluates the administration and management of operations;
- Manages, allocates, and aligns personnel, fiscal and technological resources to support district operations;
- Develops and monitors facility plans as well as safety and security plans to ensure the timeliness of renovations and new construction that help to support the student, staff, and community needs.

Goals

- Develop core knowledge of our district's financial and business operations, including – annual budget, budget reductions implemented over the last 3-5 years, anticipated budget requests (short and long term), enrollment projections, and trends that may impact district operations.
- Effectively communicate current school and district information to stakeholders
- Ensure the continued growth of safe, modern, and well-maintained facilities.
- Plan for and manage the district's resources effectively and responsibly.

Standard 5: Effective Management: Personnel

The Superintendent implements and recommends improvements to the district's professional development plan. The Superintendent also ensures that professional and support staff are equipped with resources and training to support quality instruction and student learning.

Key Performance Indicators

- Monitors and evaluates the administration and management of district personnel;
- Promotes and protects the welfare and safety of students, staff, and other stakeholders;
- Obtains, allocates, aligns resources to support the ongoing growth and development of district administrative personnel.

Goals

- Assist the Director of Human Resources in working creatively and compassionately within the parameters of the collective bargaining agreement and school code in assisting district personnel with their specific needs.
- Comply with Act 88 and Act 195 in respect to upcoming negotiations with the respective collective bargaining agreements.
- Work with the Assistant Superintendent to offer PD in teacher awareness of diversity, equity, and inclusion for all students, families, and staff.
- Work with the Assistant Superintendent to organize district-wide professional development in safety and security and the social-emotional well-being of students and staff.
- Work with the Assistant Superintendent to provide a balance of professional development (PD) offerings to increase teacher capacity and growth in areas specific to students' needs.
- Work with the Director of Human Resources to develop and implement successful recruiting activities to successfully fill vacancies throughout the district; ensuring all federal, state and local laws are adhered to in all personnel functions.