



Marc J. Smith, Ed. D.
Superintendent Evaluation
Goals

Professional Practice

Goal 1: Organizational Effectiveness and Planning - Utilizing information gathered during the Entry process, develop systems, practices, and relationships that support the operational effectiveness of the district and its short and long term goals. (***Focus Indicators: Standard II-E: Fiscal Systems; Standard IV-F: Managing Conflict***)

Key Actions:

1. Lead central office staff and building teams in the development of consistent processes and protocols for repeated district procedures to ensure effectiveness and efficiency.
2. Lead the central office staff in modernizing several key school business processes.
3. Develop a 5-10 capital improvement plan for the school district and engage both the school community and both municipal communities in building support for those needs.
4. Refine the budget building process so as to minimize the “us” vs. “them” mindset that has dominated historic budget conversations.

Benchmarks:

1. Preliminary expense-based budget conversations with both communities - Fall 2024
2. Implementation of technology solution for time and attendance - Fall/Winter 2024
3. Implementation of technology solution for substitute calling - Spring/Summer 2025
4. Development of Capital Plan - 2024-2025

Intended Outcomes:

1. 5-10 year Capital Plan
2. FY 26 Budget approved at both Town Meetings
3. Modernized business solutions implemented



Student Learning

Goal 2: Math Curriculum Implementation K-12 - Building off the success of a multi-level approach (teacher, principal, coaches) to implementation support last year at K-5, support the expansion of this model of integrated professional learning, coaching, and learning walks K-12, so as to improve student achievement in mathematics at all levels. (***Focus Indicators: Standard 1-A: Curriculum; Standard I-B: Instruction***)

Key Actions:

1. Continue the regular practice of instructional rounds with school and district leaders
2. Expand leadership coaching to include the middle school and high school leadership teams
3. Establish key areas for instructional feedback for targeted growth and improvement within each school and across the district

Benchmarks:

1. Calendar of instructional rounds
2. Calendar for superintendent/principal instructional walks
3. Mathematics student achievement data (NWEA Map Growth) for grades 3, 5, 7 & 8 Fall, Winter & Spring)

Intended Outcomes:

1. Increase of math proficiency scores by 7 % points over previous 5 year average at grade levels identified in benchmarks above
2. No less than 15 instructional rounds with building principals conducted during the school year



Goal 3: Early Literacy - Working closely with school and district-based leadership staff, determine the barriers that have prevented the district from attaining adequate proficiency and progress in third grade reading over the past 5-10 years and utilize that analysis to establish an action plan that results in improved student achievement. (*Focus Indicators: Standard I-B: Instruction; Standard I-E: Data-Informed Decision Making*)

Key Actions:

1. Continue the regular practice of instructional rounds with school and district leaders
2. Analyze historic K-3 reading achievement data for patterns and trends as well as conduct a “Root-Cause Analysis” of district’s reading achievement underperformance
3. Develop an action plan to address early literacy based upon analysis

Benchmarks:

1. Calendar of instructional rounds - on-going
2. Calendar for superintendent/principal instructional walks - on-going
3. Data analysis and review conducted by leadership team
4. Development of action plan
5. Literacy student achievement data (NWEA Map Growth/BAS) for grades K-3 (Fall, Winter & Spring)

Intended Outcomes:

1. Increase of grade 3 proficiency scores by 7 % points over previous 5 year average
2. No less than 15 instructional rounds with building principals conducted during the school year



District Improvement

Goal 4: Public Relations - Enhance the public image of the Dennis-Yarmouth Regional School District through the leadership of an intentional, coordinated, and organized public relations campaign that highlights the abundant positive attributes of the school district, its students and staff.
(Focus Indicators: Standard IV-C: Communications; Standard III-A:Engagement)

Key Actions:

1. In collaboration with the School Committee, create a job description for a full-time, year-round position focused on family and community engagement and public relations
2. Build partnerships with local community organizations that both bring our students into the community and the community into our schools, so as to build mutual investment in the schools
3. Develop district-wide communications protocols

Benchmarks:

1. Creation and approval of job description - Summer/Fall 2024
2. Recruitment and hiring of family and community engagement staff member
3. Audit of existing communication systems and development of improvement strategy
4. Development and implementation revised community communication protocols

Intended Outcomes:

1. Survey of Families - This will be used to analyze current communication practices and identify areas for improvement.
2. Reduce the number of families choosing to school choice out of D-Y by 10%



Goal 5: District & School Safety Planning - Oversee and lead the implementation of a revised Standard Response Protocol (SRP) for the Dennis-Yarmouth Regional School District including, but not limited to, revised internal vocabulary, development of a communication strategy, staff and student training, and assistive technology. (*Focus Indicators: Standard II-A: Environment; Standard III-D. Family Concerns*)

Key Actions:

1. Implement the “I Love You Guys” SRP across the Dennis-Yarmouth Regional School District
2. Adopt a technological solution that will support the portions of the SRP including alerts, accounting (student and staff), and reunification
3. Provide training to staff and students (at age appropriate levels) in both the SRP and the technological solution as appropriate
4. Develop a communication strategy that provides all stakeholders with relevant, timely information regarding this implementation

Benchmarks

1. Initial Training of staff in SRP - Fall 2024
2. Production and dissemination of SRP support materials to all district schools and classrooms Fall/Winter 2024
3. Purchase, installation, and configuration of technological solution - Fall/Winter 2024
4. Training, Initial field testing and drilling with technological solution - Spring 2025

Intended Outcomes:

1. New SRP for the Dennis-Yarmouth Regional School District
2. At least two evacuation drill completed within the district utilizing the new technology
3. At least one lock down drill complete within the district utilizing the new technology