

**Gorham School Department  
 Superintendent's Annual Goals  
 2016-17  
 DRAFT – 7/26/16**

**Goal #1 – To strengthen the Gorham Schools new district mission/vision and core beliefs through the creation of a Strategic Plan.**

**Standard #1: Leadership and District Culture. This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multicultural and ethnic differences.**

During the course of the 2015-16 School Year, the Gorham Schools worked diligently to “Re-Envision” itself after not having done a thorough community-wide reflective process for almost 10 years. The culmination of this work was the creation of a new Gorham School Department Mission, Vision, and set of core beliefs that will help to guide our already strong educational system over the next 3-5 years into becoming even stronger.

Now that we have a new mission/vision and core beliefs, we need to make sure that we develop a cohesive plan that will focus our work on making this new vision a reality for our students. This is where a Strategic Plan comes in.

A strong strategic plan puts “meat to the bones” of a mission and vision. It maps out potential goals and objectives, and associated action steps, timelines, and potential budget implications that will allow our School Committee, our staff, our students, parents, and community members to gain a better sense of what it will take to make our vision a reality for our students and to begin the necessary work to make that happen. A strong mission/vision is a clear destination. A strong Strategic Plan is the road map that allows you to get there!

<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated “Deliverables” and/or evidence</b>
<ul style="list-style-type: none"> <li>Discuss with School Committee and gain approval of overall process.</li> </ul>	August/Sept. 2016	- School Committee Meeting Agendas and minutes
<ul style="list-style-type: none"> <li>Hire Consultant/Facilitator to assist Superintendent in the strategic planning process.</li> </ul>	August/Sept. 2016	- Consultant contract
<ul style="list-style-type: none"> <li>Create Strategic Planning Committee to include the</li> </ul>	Sept./Oct. 2016	- First meeting agenda/notes

<p>following approximate membership:</p> <p>Proposed Team (16) :</p> <ul style="list-style-type: none"> <li>- SC Members (2)</li> <li>- District Level Leadership (2)</li> <li>- School Level Leadership (1)</li> <li>- Teachers from each building (5)</li> <li>- Students (2)</li> <li>- Parents (2)</li> <li>- Community Members (2)</li> </ul>		
<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated “Deliverables” and/or evidence</b>
<ul style="list-style-type: none"> <li>• Conduct public forums and surveys to gather feedback that will be used to construct the plan.</li> </ul>	Nov. – Dec. 2016	<ul style="list-style-type: none"> <li>- Survey Results</li> <li>- Feedback Summaries</li> </ul>
<ul style="list-style-type: none"> <li>• Committee works to draft clear categories for the work, as well as clear goals/objectives for each category.</li> </ul>	Dec – Jan. 2017	<ul style="list-style-type: none"> <li>- Established Categories and draft goals/objectives.</li> <li>- Meeting agendas and minutes.</li> </ul>
<ul style="list-style-type: none"> <li>• Writing sub-committee is formed to draft action steps and aligned timelines/budgets for completion.</li> </ul>	Jan. – Feb. 2017	<ul style="list-style-type: none"> <li>- First initial draft of Strategic Plan.</li> </ul>
<ul style="list-style-type: none"> <li>• Draft brought back to the Strategic Planning Committee for review and revisions as necessary.</li> </ul>	Feb. – March 2017	<ul style="list-style-type: none"> <li>- First initial draft of Strategic Plan.</li> <li>- Meeting agendas and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic Planning Committee approves draft plan</li> </ul>	March, 2017	<ul style="list-style-type: none"> <li>- Approved first draft of Strategic Plan.</li> <li>- Meeting agendas and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic Planning Committee brings draft</li> </ul>	April, 2017	<ul style="list-style-type: none"> <li>- Meeting agendas and notes</li> </ul>

plan to District Leadership Team for discussion and approval.		
<ul style="list-style-type: none"> <li>Strategic Planning Committee makes adjustments/revisions as necessary based upon feedback.</li> </ul>	April, 2017	<ul style="list-style-type: none"> <li>- Meeting agendas and notes</li> <li>- Revised draft Strategic Plan</li> </ul>
<ul style="list-style-type: none"> <li>Strategic Planning Committee brings final plan to the School Committee for approval.</li> </ul>	May, 2017	<ul style="list-style-type: none"> <li>- Finalized Strategic Plan</li> <li>- SC agenda and minutes</li> </ul>

**Goal #2 – To continue to move the Gorham Schools forward in the creation of it’s PBL System of Education for Grades K-12**

**Standard # 6: Instructional Leadership. This standard addresses what it is to be taught; this standard emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also requires applying research and best practices with respect to diversity issues.**

The Gorham Schools have been working to create a Proficiency Based Learning System for several years now, even before the introduction of LD 1422 by the State of Maine. Over the course of this work, we have created K-12 graduation standards, associated Performance indicators, and aligned scoring criteria for all content areas grades K-12. Additionally, we have begun to pilot our new standards-based grading and reporting system called Jumprope in grades K-9. This work will become the foundation on top of which we will continue to build our PBL system.

Much work has been accomplished, but much more remains in order to get our PBL system up and fully operational for students across all schools and all grades/content areas. We need to figure out how we want to track and report out on Guiding Principles, we need to coordinate, align, and “weed” our existing foundational work so that it creates seamless pathways for our students to successfully demonstrate their learning. We need to make decisions about how we will utilize formative assessments vs. summative assessments. We need to determine what our transcripts will look like, how we will continue to honor our student’s hard work and dedication with things like honor roll, and much, much, more. Finally, and likely most important of all, we need to communicate all of this work, and what it means for the daily lives of our students to a very important

constituency – our parents and community! There will be specific PBL communications as part of this goal, and then more general communications action steps as part of goal #4 below.

Because of the importance of this work, I will be taking the active lead role in moving our PBL work forward across the district with the help of the Assistant Superintendent. The ultimate goal will be to accomplish enough work that will allow us to have our PBL system in place for the class of 2021 as required by state statute.

<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated “Deliverables” and/or evidence</b>
<ul style="list-style-type: none"> <li>• Hire Great Schools Partnership to work with district leadership and the PBL Steering Committee to assist in accomplishing 2016-17 goals.</li> </ul>	July/Aug. 2016	<ul style="list-style-type: none"> <li>- Signed Contract with GSP</li> </ul>
<ul style="list-style-type: none"> <li>• Work with Assistant Superintendent to Create and successfully implement a one-year PBL plan for 2016-17 based upon the three-year work plan that was created in the spring of 2016.</li> </ul>	August, 2016	<ul style="list-style-type: none"> <li>- Completed 2016-17 PBL Action Plan.</li> <li>-</li> </ul>
<ul style="list-style-type: none"> <li>• Present 2016-17 PBL work plan to School Committee for approval and then publicize widely across all constituents.</li> </ul>	August/Sept. 2016	<ul style="list-style-type: none"> <li>- School Committee meeting agenda and minutes</li> <li>- Finalized PBL Action Plan for 2016-17</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on improved communications of our PBL system with parents and community across K-12 by:</li> <li>- Creating and publishing a “tab” on district website that provides a comprehensive place for parents to understand how our PBL system works and</li> </ul>	August, 2016 – June 2017	<ul style="list-style-type: none"> <li>- Updated Website.</li> <li>- SC Agendas and minutes</li> <li>- Superintendent’s blog articles.</li> <li>- Agendas and notes from quarterly focus group meetings with both students and parents.</li> <li>- School Newsletter</li> </ul>

<p>how it is aligned to making our vision a reality for children.</p> <ul style="list-style-type: none"> <li>- Provide monthly updates to the School Committee at their regular, televised meetings.</li> <li>- Posting information on the Superintendent’s monthly blog.</li> <li>- Work with Asst. Superintendent to Conduct quarterly focus group meetings with <u>students</u> from K-5, 6-8 and 9-12 to better assess how PBL practices are being implemented, as well as to identify strengths and challenges to inform future work.</li> <li>- Work with Asst. Superintendent to Conduct quarterly focus group meetings with <u>parents</u> from K-5, 6-8 and 9-12 to better assess how PBL practices are being implemented, as well as to identify strengths and challenges to inform future work.</li> <li>- Working with school principals to send out regular PBL updates through weekly school newsletters.</li> </ul>		<p>articles sent home.</p>
<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated “Deliverables” and/or evidence</b>
<ul style="list-style-type: none"> <li>• Work with Assistant Superintendent to Create a “PBL Handbook” or other visual representation of a curriculum map to assist parents and others in more</li> </ul>	<p>August – December, 2016</p>	<ul style="list-style-type: none"> <li>- Completed “PBL Handbook”</li> </ul>

clearly understanding how our PBL system works and what the key components of our system are.		
---	--	--

**Goal #3 – To pose the question to our school community: Does Gorham Need a longer student day in order to increase instructional time across all schools and improve performance for our students?**

**Standard #4: Organizational Management. This standard requires the superintendent to gather and analyze data for decision-making and for making recommendations to the school committee. It stresses the skills necessary to meet internal and external customer expectations and to effectively allocate resources.**

Did you know that of the schools in the “Ten School Pool”, the Gorham School Department is tied for the shortest elementary school day with MSAD 15 by providing just 6 hours of school time, and that Gorham Middle School and Gorham High School both provide the shortest school day of all other schools in the pool at just 6 hours and 10 minutes per day? This is just the total school day, and only calculates the time between the school day starting until the time it ends each day. This data doesn’t even get into the total instructional time per day, which would be a whole other calculation.

In a world where more and more is being asked of our public schools and more and more is required of our public schools to effectively prepare our students for their lives after high school, having the shortest school day is something we should take a closer look at. Anecdotal and survey data shows that our teachers constantly struggle to “fit in” what they feel they need to fit in for instruction within our regular school days. Results from our surveys for the “Re-Visioning” process that were conducted last year and that had over 2,800 responses showed that when people talked about what they see as challenges, the number 1 “theme” was “lack of time”.

The Gorham School Department does an excellent job at educating our students. We get a lot out of the precious time we have and our data shows this, however – one should ask the question – what more could we do with more time to strengthen these results for our children?

The purpose of this goal is to ask that very question to our school community, and to work with the Assistant Superintendent of Schools to help lead a conversation that will hopefully result in the extension of our regular school day across all schools.

Planned Action Steps	Draft Timeline	Anticipated "Deliverables" and/or evidence
<ul style="list-style-type: none"> <li>Work with the Assistant Superintendent to collect the most up to date data regarding start and end times for schools in the ten school pool as well as total instructional time to create a baseline of data from which to work.</li> </ul>	September, 2016	<ul style="list-style-type: none"> <li>Updated data chart showing total school day times for all schools in the "Ten School Pool" as well as total instructional time for all schools in this same pool.</li> </ul>
<ul style="list-style-type: none"> <li>Conduct a survey among K-12 staff to measure their perceptions regarding existing length of day and whether they feel it could/should be extended and if so by how much. Again, this data will be used as a baseline from which to work.</li> </ul>	October, 2016	<ul style="list-style-type: none"> <li>Copy of Survey</li> <li>Survey Results Summary</li> </ul>
<ul style="list-style-type: none"> <li>Conduct a survey among K-12 parents to measure their perceptions regarding existing length of day and whether they feel it could/should be extended and if so by how much.</li> </ul>	October, 2016	<ul style="list-style-type: none"> <li>Copy of Survey</li> <li>Survey Results Summary</li> </ul>
<ul style="list-style-type: none"> <li>Conduct Focus Group interviews among 9-12 students to measure their perceptions regarding existing length of day and whether they feel it could/should be extended and if so by how much.</li> </ul>	October, 2016	<ul style="list-style-type: none"> <li>Copy of questions asked</li> <li>Summary of Data collected.</li> </ul>
<ul style="list-style-type: none"> <li>Share data collected with District Leadership Team and School Committee to determine next steps.</li> </ul>	November, 2016	<ul style="list-style-type: none"> <li>DLT Meeting agenda and notes.</li> <li>Data Summaries</li> </ul>

<b>IF DETERMINED TIME SHOULD BE EXTENDED THEN...</b>		
<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated "Deliverables" and/or evidence</b>
<ul style="list-style-type: none"> <li>• Develop working group to study options and potential implications of each. Working group would include the following membership:</li> <li>- GTA President and/or VP</li> <li>- MBCC President</li> <li>- SAA President</li> <li>- Asst. Superintendent</li> <li>- Superintendent</li> <li>- 1 Building Admin.</li> <li>- School Committee Member</li> <li>- Student</li> <li>- Parent</li> <li>- 1 Teacher from each school</li> </ul> <p>Total Membership: 15</p>	December, 2016	<ul style="list-style-type: none"> <li>- First meeting agenda and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Working group develops a plan to extend the school day to include at least three possible options for consideration by the School Committee.</li> </ul>	December – February, 2017	<ul style="list-style-type: none"> <li>- Completed Plan</li> <li>- Meeting agendas and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Plan is presented to the School Committee for approval and further implementation.</li> </ul>	February, 2017	<ul style="list-style-type: none"> <li>- School Committee Meeting agenda and minutes</li> </ul>
<b>IF DETERMINED TIME SHOULD NOT BE EXTENDED THEN...</b>		
<ul style="list-style-type: none"> <li>• Develop a working group to study options for maximizing current instructional time across all schools. Working group</li> </ul>	December, 2016	<ul style="list-style-type: none"> <li>- First meeting agenda and notes</li> </ul>



<p>would include the following membership:</p> <ul style="list-style-type: none"> <li>- GTA President and/or VP</li> <li>- SAA President</li> <li>- Asst. Superintendent</li> <li>- Superintendent</li> <li>- 3 Building Admin (one K-5, one 6-8, and one 9-12)</li> <li>- 1 teacher from each school</li> </ul> <p>Total membership: 13</p>		
<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated "Deliverables" and/or evidence</b>
<ul style="list-style-type: none"> <li>• Working group develops a plan to increase instructional time across all three schools.</li> </ul>	December – February, 2017	<ul style="list-style-type: none"> <li>- Completed draft plan</li> <li>- Meeting agendas and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Draft plan is shared with DLT to collect feedback and then revised as necessary.</li> </ul>	March, 2017	<ul style="list-style-type: none"> <li>- Meeting agenda and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Plan is presented to the School Committee for approval and implementation.</li> </ul>	March, 2017	<ul style="list-style-type: none"> <li>- School Committee meeting agenda and minutes.</li> </ul>

**Goal #4 - To improve both internal and external communication systems in order to increase the engagement of administration, staff, students, parents and the greater community of Gorham in our educational system.**

**Standard #3: Communications and Community Relations. This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff, and parents, but with the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.**

Keeping in mind that improved communications regarding our PBL work is part of Goal # 2, this goal will be more broadly focused.

During the 300+ Interviews that I conducted during my entry plan process last year, several clear themes emerged, and none more strongly than the need improve communication and to be a visible leader here in Gorham. Feedback from parents, students, staff, and leadership all made it clear that the Gorham School Department needed a leader that was going to be available to them, would listen, would share information effectively, and would be informed by the “real work” going on in our schools. This became one of my major goals for last year, and I believe it is important enough to keep as a major goal for the coming year as well.

<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated “Deliverables” and/or evidence</b>
<ul style="list-style-type: none"> <li>• Continue active posting on Superintendent’s blog as well as effective use of social media sites for the Gorham Schools (Facebook, twitter, etc.) as well as our website.</li> </ul>	August – June, 2017	<ul style="list-style-type: none"> <li>- Monthly Blog Posts</li> <li>- 4-5 FB posts per month</li> <li>- 4-5 Tweets per month</li> <li>- Roll out of new website that will be updated regularly (at least once per month)</li> </ul>
<ul style="list-style-type: none"> <li>• Work to maintain visibility both within classrooms and within the community by:               <ul style="list-style-type: none"> <li>- Attending home athletic events, at least 1 per team, per season.</li> <li>- Attending Visual and Performing arts events, at least 1 each season.</li> <li>- Reserve time each week for classroom visitations across the district.</li> <li>- Attending monthly Gorham Economic Development Meetings.</li> <li>- Attend Gorham Town Council Meetings</li> <li>- Attending Business Roundtable Meetings.</li> <li>- Attending GBE meetings, at least two annually.</li> </ul> </li> </ul>	August – June, 2017	<ul style="list-style-type: none"> <li>- FB and twitter posts.</li> <li>- Superintendent Blog Posts</li> <li>- Agendas and/or minutes from meetings attended</li> </ul>
<ul style="list-style-type: none"> <li>• Create weekly</li> </ul>	August – June,	<ul style="list-style-type: none"> <li>- Copies of weekly</li> </ul>

superintendent's updates for DLT, parts of which can be shared with staff.	2017	updates.
<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated "Deliverables" and/or evidence</b>
<ul style="list-style-type: none"> <li>Annual Publication in Gorham Times for Proposed Budget approval process.</li> </ul>	May, 2017	- Copy of article

**Goal #5 – To work with the school committee to address the capital needs of Gorham High School to include the needs of the adjacent athletic fields.**

**Standard #4: Organizational Management. This standard requires the superintendent to gather and analyze data for decision-making and for making recommendations to the school committee. It stresses the skills necessary to meet internal and external customer expectations and to effectively allocate resources.**

Several years ago the Gorham School Committee worked with PDT architects and a building committee to research and explore the possibility of a high school expansion project for Gorham High School and the adjacent athletic fields. The "Gorham High School Exploratory Committee" was established in 2009 and later morphed into the Gorham High School Building Committee to complete its work in 2013.

In 2013 the major areas of deficiency that were identified were as follows:

1. The building was overcrowded and internal educational facilities were deficient, with specific concerns around the location of admin. Offices in terms of safety.
2. There was a shortage of parking, both during school hours and special events.
3. Outdoor athletic field shortages and deficiencies were identified.

The original high school was built in 1958 with additions added in 1964, 1970's and 1980's with the last major renovation being conducted in 1992 (25 years ago). The current building is 138,830 s.f. and was built to accommodate 750 students. Today, there are +/- 850 students enrolled at GHS.

The building committee identified two possible Referendum projects to move forward. The first was a \$14,649,476.00 Capital Renovation that would have addressed all concerns that were noted above to include both the building and

athletic fields work. The second possible project was to address either one or the other (buildings issues or athletic fields issues) but not both. It was identified that the athletic field costs would be approximately \$2,116,865.00.

At the time, static enrollments, as well as the need for a new public safety building in Gorham stymied progress in moving forward with either proposal. The School Committee decided not to move forward and to instead allow the Public Safety Building to take center stage.

The public safety building has now been built. It is now four quick years since this study was conducted, and our enrollment numbers have not decreased (last year was 862 GHS students), the use of our athletic fields has not decreased, and maintenance/renovation and safety needs continue to grow. It is time to bring this conversation back to the forefront and to restart the good work of this group in order to move this important conversation forward again.

Planned Action Steps	Draft Timeline	Anticipated "Deliverables" and/or evidence
<ul style="list-style-type: none"> <li>Develop a plan to separate out the athletic field needs and look to privately fundraise at least half of those needs before going to the public for a possible bond request.</li> </ul>	August/Sept. 2016	- Overview plan
<ul style="list-style-type: none"> <li>Re-constitute the GHS Building Study Committee.</li> </ul>	Sept./ Oct. 2016	- School Committee meeting agenda and minutes.
<b>ATHLETIC FIELDS WORK:</b>		
<ul style="list-style-type: none"> <li>Create and revise necessary policies to allow us to conduct a capital campaign to renovate the athletic fields.</li> </ul>	August – Oct. 2016	<ul style="list-style-type: none"> <li>- Final revised policies completed and approved by Gorham School Committee</li> <li>- Gorham School Committee meeting agendas and minutes</li> </ul>
<ul style="list-style-type: none"> <li>Work with Finance Committee to determine whether we should conduct the campaign ourselves or work through a partnership with a local 501c3</li> </ul>	September. 2016	- Finance Committee meeting agendas and notes.

Organization.		
<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated “Deliverables” and/or evidence</b>
<ul style="list-style-type: none"> <li>• Meet with PDT Architects to determine possible methods to move forward with updating plans for athletic renovations.</li> </ul>	August – October, 2016	<ul style="list-style-type: none"> <li>- Meeting notes</li> </ul>
<ul style="list-style-type: none"> <li>• Create Capital Campaign Committee. Membership should include: <ul style="list-style-type: none"> <li>- Superintendent</li> <li>- School Committee Member</li> <li>- Athletic Director</li> <li>- Student</li> <li>- Parent</li> <li>- Community Members (4)</li> <li>- Members from 501c3 (If applicable)</li> </ul> </li> </ul>	November, 2016	<ul style="list-style-type: none"> <li>- First meeting agenda and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Work with Capital Campaign Committee to create a plan for projects to be completed, required fundraising activities, and timelines.</li> </ul>	November – February, 2017	<ul style="list-style-type: none"> <li>- Completed Capital Campaign Planning Document.</li> <li>- Capital Campaign Committee meeting agendas and notes</li> </ul>
<ul style="list-style-type: none"> <li>• Present Plans to Gorham School Committee and Gorham Town Council for discussion and approval.</li> </ul>	Feb.,/March 2017	<ul style="list-style-type: none"> <li>- School Committee agendas and minutes</li> <li>- Town Council Agenda and minutes</li> <li>- Approved Capital Campaign Plan for Athletic Fields.</li> </ul>
<ul style="list-style-type: none"> <li>• Begin Implementation of Fundraising Campaign.</li> </ul>	April, 2017	<ul style="list-style-type: none"> <li>- Continued meeting agendas and minutes from Capital Campaign Committee.</li> </ul>
<b>GHS BUILDING COMMITTEE WORK</b>		
<ul style="list-style-type: none"> <li>• Building Committee works</li> </ul>	October –	<ul style="list-style-type: none"> <li>- Building Committee</li> </ul>

to update study findings and identify top priorities for deficiencies to address.	January, 2017	meeting agendas and notes.
<b>Planned Action Steps</b>	<b>Draft Timeline</b>	<b>Anticipated “Deliverables” and/or evidence</b>
<ul style="list-style-type: none"> <li>Building Committee Works with School Committee to establish clear goals and targets for the work of the Building Committee moving forward based on updated study findings.</li> </ul>	January – February, 2017	<ul style="list-style-type: none"> <li>- Building Committee meeting agendas and notes</li> <li>- School Committee meeting agendas and minutes.</li> <li>- Completed updated study information packet.</li> </ul>
<ul style="list-style-type: none"> <li>Building Committee works with PDT architects to revise “old” plans to reflect current conditions and new targets/goals.</li> </ul>	March – April, 2017	<ul style="list-style-type: none"> <li>- Building Committee meeting agendas and notes</li> </ul>
<ul style="list-style-type: none"> <li>Building Committee works to develop a new proposal for GHS work and present to SC for approval and next steps.</li> </ul>	May, 2017	<ul style="list-style-type: none"> <li>- Building Committee meeting agendas and notes</li> <li>- School Committee meeting agendas and minutes.</li> <li>- Completed and approved proposal for GHS building renovation project.</li> </ul>

These five goals will be my priority goals for the 2016-17 School Year.

In addition to these priority goals, I also have several other “smaller goals” that are important in the following areas:

I. Educational Program:

- To monitor, assess, and submit periodic updates to the School Committee on the implementation of new initiatives at GHS: New Schedule, Auxillium, JMG and Bridge Year Programs.

- To monitor and assess implementation of Elem. Middle, and High School Jumprope Pilots in order to inform future decision-making.

II. Budget/Finance:

- To revise the “needs based” budget development process to incorporate key feedback from previous year’s implementation in order to improve the overall effectiveness of the budget development process.

III. Personnel

- To continue to build strong collaborative relationships with leadership from GTA, MBCC, and SAA.
- To continue to monitor and assess effectiveness of the overall implementation of our new PE/PG systems across the district.
- To monitor the effectiveness of leadership at GHS while we transition to new leadership in this school.

IV. Facilities/Maintenance and Transportation

- To continue to work with the School Committee on addressing the Capital needs of all facilities across the district through oversight of approved bond projects as well as the development and oversight of annual CIPS budget.
- To monitor and assess implementation of new administrative structure within Transportation
- To work with the Facilities/Transportation Director to reduce overtime expenditures.

All of this in addition to my “normal” duties of conducting monthly School Committee meetings and workshops, monthly leadership team meetings, overseeing a 36 million dollar budget, 2,600 + students, 370+ staff, working to increase collaborations within the community, and much much more!

I look forward to a GREAT YEAR here within the Gorham Schools!

