

DOUGLAS PUBLIC  
SCHOOLS  
SUPERINTENDENT'S  
2021-2022  
EDUCATOR GOALS

2021-2022  
Superintendent Goals

**Educator's Goals 2021-2022**

**Name: Paul D. Vieira**

**Title: Superintendent of Schools**

District Improvement Goal	Student Learning and District Improvement Goal
<p><b>SMART Goal I: STANDARD I-- INSTRUCTIONAL LEADERSHIP, MANAGEMENT AND OPERATIONS, FAMILY AND COMMUNITY ENGAGEMENT, AND PROFESSIONAL CULTURE</b></p> <p>Through a comprehensive and team approach, the strategic actions identified by students, staff, community members, and the leadership team will be initiated and implemented throughout the 2021-2022 school year.</p>	<p><b>SMART Goal II: STANDARD I--INSTRUCTIONAL LEADERSHIP (Instruction)</b></p> <p>By June 2022, the Leadership Team and I will have prioritized student engagement, fostering a safe learning environment, and clear objectives with purposeful instruction in classroom observations. Feedback to staff in observations will highlight at least one of these three areas.</p>
<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>The strategies for implementing the strategic actions of the Blueprint will vary depending on the action item.</li> </ul>	<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>In Leadership Meetings agendas will have samples videos for us to watch and be able to calibrate looking for these topics.</li> <li>Feedback from administrators will highlight at least one of these three topics.</li> <li>Learning walks between the Superintendent and administrators will have this focus during the year.</li> </ul>
<p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>The resources needed will vary depending on the strategic action. These include but are not limited to time, finances, etc.</li> </ul>	<p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>DESE walkthrough calibration videos</li> <li>Class Observations</li> </ul>
<p><b>Timeline:</b></p> <ul style="list-style-type: none"> <li>The majority of the strategic actions will be able to be started and completed this school year.</li> <li>Some are the actions are a multi-year goal and some will be ongoing and span multiple years.</li> </ul>	<p><b>Timeline:</b></p> <ul style="list-style-type: none"> <li>SY 2021-2022</li> </ul>
<p><b>Evidence of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>Presentation of evidence at School Committee meetings in both January and May.</li> </ul>	<p><b>Evidence of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>Meeting agendas</li> <li>Evaluation forms</li> </ul>

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Student Learning and District Improvement Goal	District Improvement Goal
<p><b>SMART Goal III: MANAGEMENT AND OPERATIONS--Environment</b>                  Throughout the 2021-2022 school year the district will prioritize and focus on the health, safety, and social and emotional well-being of students and staff by offering programs, providing resources, and supporting members of the Douglas Public Schools in these areas.</p>	<p><b>SMART Goal IV: FAMILY AND COMMUNITY ENGAGEMENT—Sharing Responsibility</b>                  By the end of the 2021-2022 we will increase our collaborative efforts with families to support student learning and development both at home and at school</p>
<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Provide supports and professional development to staff and members of the leadership team</li> <li>• Create programing in schools to address identified areas</li> <li>• Continue to support and build upon morning meeting, SEL blocks, and advisory</li> <li>• Expand after school and connection activities for students</li> <li>• Create and promote school climate building activities for students and staff</li> <li>• Foster an environment that is supportive of diversity, promote equity, and is inclusive of all</li> </ul>	<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Partner with DESE in a Family Engagement Initiative to increase family engagement in schools</li> <li>• Implement recommendations from the Family Engagement Initiative</li> <li>• Expand and refine our RTI process in schools to better meet the needs of students</li> <li>• Work with School Councils, Department Meetings, and CPT to address the needs of students and families</li> </ul>
<p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Teacher and Leadership Meetings</li> <li>• Time</li> <li>• Professional Development</li> <li>• Financial Resources</li> </ul>	<p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Teacher and Leadership Meetings</li> <li>• Time</li> <li>• Professional Development</li> <li>• Financial Resources</li> </ul>
<p><b>Timeline:</b></p> <ul style="list-style-type: none"> <li>• SY 2021-2022</li> </ul>	<p><b>Timeline:</b></p> <ul style="list-style-type: none"> <li>• SY 2021-2022</li> </ul>
<p><b>Evidence of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>• Meeting Agendas</li> <li>• Weekly Newsletters</li> <li>• School Committee Reports</li> </ul>	<p><b>Evidence of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>• Meeting Agendas</li> <li>• Weekly Newsletters</li> <li>• School Committee Reports</li> </ul>