

# District Goals aligned with the Strategic Goals

## District Goal 1

Support the Superintendent and administration in adjusting the 2021-22 budget based on COVID impacts. As informed by data, **the district will build evidence-based supports** for the academic and social-emotional needs of students and staff impacted by COVID-19 through **Multiple-Tier Systems of Support**. Social Emotional Learning strategies and curriculum, and professional development around trauma-informed instructional practices.

- Before July 1, 2021 the Superintendent will produce a budget that includes the adjustments needed to address the impacts of COVID-19 for the 2021-2022 school year based upon the information available at that time. *Strategic Goal 2*
- By November of 2021, the Superintendent will articulate a common vision for BHS social-emotional learning, developed in collaboration with the SEL Leadership Team. *Strategic Goal 1*

**Strategic Goal 1:** BHS will provide an educational experience where all learners are empowered to reach their unique potential reflecting the BHS "Portrait of Learner".

## District Goal 2

BHS will demonstrate continued improvements in instructional programming with a focus on student outcomes:

- a. Literacy
  - i. In grades K-8, staff will have implemented ELA curriculum and workshop based instructional practices and regularly come together by grade level and band to study student work for impact on learning.
  - ii. In Grades 9-12 staff will continue to develop instructional practices that build in complexity and rigor.
- b. Math: In grades K-8, staff will have implemented mathematics curriculum and mathematical practices and regularly come together by grade level to study student work for impact on learning.
- c. Core high school science courses (Biology, Chemistry in Earth's Systems, and Physics of the Universe) will be further aligned with the Michigan Science Standards (NGSS) by including all standards for all students.
- d. Social Studies instruction (with a primary focus in grades 6-8) will be further aligned with the Michigan Social Studies Standards (C3) while more fully representing inquiry within the learning sequence.
- e. Continue to develop a district-wide process to continuously analyze data using the MTSS framework. *\*Program Design & Time Allocation*

*The Superintendent, administrator and/or designee will report continued improvements to the Board of Education in these areas based on the established reporting/presentation calendar created by the Team of 8.*

## District Goal 3

BHS will enroll and engage in the newly created Michigan Integrated Continuous Improvement Process (MICIP), beginning the work of merging the existing DIP and SIP into the district's Strategic Planning process with coherence and alignment. By August 2021, the Superintendent will provide the Board with an initial draft of the first two data-driven steps in the MICIP process (Assess Needs and Plan). Regular reporting to the BOE regarding MICIP will be integrated into the board calendar and follow the MICIP reporting process. The MICIP process will provide student outcomes focused metrics and targets for the strategic plan goal areas that are embedded in the MICIP.

## **District Goal 4**

The District Math Equity Challenge Analysis and associated action steps will be further developed with student targets and outcomes identified (with a primary focus in grades 7-12). The four-year goal will increase the proportion of Black students in advanced math courses to be more representative of the overall student population.

## **District Goal 5**

The Superintendent will present proposed new start times for the Board of Education to select for BHS for the *2021-22 school year*..

**Strategic Goal 2:** BHS will maximize and equitably allocate resources to achieve District goals.

## **District Goal 6**

Monitor the planned capital spending (bond, sinking fund, capital equipment, and capital improvement fund) and maintain that spending within approved amounts. Related to bond projects, review, monitor, and spend funds to meet the bond project's stated deliverables and timeline.

- Bond updates including spending will be provided monthly to the designated oversight committee, currently FFLA. Regular updates, at a minimum quarterly, will be provided to the board of education and subsequently published to the website. The bond website will be updated regularly with progress reports,

## **District Goal 7**

By Fall of 2021, the Superintendent and administration will present a proposed realigned elementary attendance/catchment area to the Board of Education to select to be implemented at the start of school in Fall 2023.

**Strategic Goal 3:** BHS will continue to attract, retain, and develop a high-quality workforce that supports every student

## **District Goal 8**

The Superintendent and administration will continue to retain, recruit and hire teachers and administrative staff that reflect the diversity of the student body.



Goals 2020-2021 for Pat Watson, Superintendent  
Bloomfield Hills Schools

1. By June of 2021 the board and central office administration will have a new governance model.
2. Throughout the next 12 months the Superintendent and central office administrative staff will monitor the bond finances and provide timely updates to the board.
3. By November of 2021 the Superintendent will demonstrate effective monitoring of additional costs due to COVID-19 and potential short-and long-term impacts of federal funding and the state budget. Furthermore, before July 1, 2021 the Superintendent will produce a budget that includes the adjustments needed to address the impacts of COVID-19 for the 2021-2022 school year based upon the information available at that time.
4. By November of 2021, BHS will have built out evidence-based supports(through MTSS, SEL, etc.) for students impacted by COVID-19, as informed by data (primarily in the areas of reading and math). *\*The most reliable data to review student outcomes as it relates to post-COVID will be available in January-February of 2022. Then again at the end of the school year. This data could become the district's new baseline for student goals and targets. \*Goal Area 1 Objectives Include: (A) Instructional Design & Student Outcomes, (B) Program Design & Time Allocation, and (C) Equitable & Inclusive Schools*
5. By November of 2021, the Superintendent will articulate a common vision for BHS social-emotional learning, developed in collaboration with the SEL Leadership Team. *\*Equitable & Inclusive Schools*
6. By winter of 2021 the superintendent will present a proposed new start time for BHS (with a primary focus on BHHS). *\*(B) Program Design & Time Allocation, and (C) Equitable & Inclusive Schools*
7. By Fall of 2021 the superintendent will present a proposed realigned elementary attendance/catchment area to be implemented at the start of school in fall 2023. *\*Equitable & Inclusive Schools*

Note: The District's Strategic Plan Goals, Objectives and Indicators of Progress are the most comprehensive set of S.M.A.R.T. goals for which the superintendent is responsible. The goals above are essentially a shorter subset of the Strategic Objectives to help the Board, Superintendent and public focus on some of the year's most essential goals.

## **Suggested Board-established 2021 Board Goals**

- 1) By *March 2021*, complete and adopt BHS Values Statements (policy -or- planning committee); review and update ~~as needed~~ Mission and Vision Statements as needed; By March [June?] 2021, the Team of 8 will adopt Strategic Plan metrics and targets for Goal Areas #1 (Education), #2 (Resources), #3 (Workforce), and #4 (Communications) (BIC and FFLA or planning committee).
- 2) Throughout 2021, onboard three new board members, providing mentorship as requested.
- 3) By *June 2021*, assess what committees/committee functions are needed to best facilitate board goals, considering the proposed Eadie model committee functions: (1) Strategic and Operational Planning, (2) Performance Monitoring/Audit, (3) External/Stakeholder relations, (4) Governance.
- 4) By *June 2021*, review and consider the adoption of the MASB Board of Education Governance Standards (policy -or- planning committee).
- 5) By *June 2021*, complete and approve Board Operating Procedures (BOP) (policy -or- governance committee). Also review and update the following board documents: Governance Principals, Board Norms, meeting protocols (to include ~~'scope creep'~~ agenda adherence/modifications and multiple amendments), and all active board resolutions.
- 6) By June 2021, participate in training on parliamentary procedure, meeting agenda setting, and the defining roles and responsibilities for the following: The Board, The Board President, Individual Board Trustees, and the Superintendent. board's role in supporting the superintendent and cabinet.
- 7) Establish a better system of responding to emails and public comments that is transparent to the full board.
- 8) By *September 2021*, craft or adopt an existing annual school board self-evaluation tool, and by *December 2021*, assess our effectiveness by completing the adopted tool. Also inquire with staff, students, and the community on how well the Board is functioning. Develop action steps for 2022 based upon all evaluation results (policy -or- governance committee).
- 9) By *December 2021*, make any Policy changes that might be needed to implement any of the goals above (policy committee -or- distributed among new committees).
- 10) Focus on working as a team of 8 with a unified voice in order to effectively lead the district and meet established goals and objectives.
- 11) Immediately following adoption of these goals (and by the end of February 2021), the team of 8, working with administration, will create and then follow a year-long calendar that contains the superintendent evaluation cycle and periodic reporting at board meetings by committees and administrative departments on strategic plan progress (SMART goals/metrics and targets, with a focus on academic achievement) and on other District goals (Superintendent, Pres, and committee chairs or governance committee).