

Superintendent's Goals | 2023-2024

Dr. Christopher Campbell

Plymouth Public Schools

April 1, 2024

Goal 1: Professional Practice Goal

Throughout the 2023-2024 school year, the Superintendent will take specific actions to enhance communication and transparency within the school district, implementing comprehensive strategies at all levels which enable effective, clear, and consistent communication channels to internal and external stakeholders of the Plymouth Public Schools and foster engagement and openness among all stakeholders.

Significant strides have been made in achieving the Professional Practice Goal of enhancing communication and transparency throughout the 2023-2024 school year. By implementing a variety of comprehensive strategies, we continue to foster effective, clear, and consistent communication channels at all levels, engaging both internal and external stakeholders. Notable key actions include the introduction of the [Superintendent's Podcast](#), "Hometown Voices," highlighting student stories and focusing on critical topics such as school budget and finance, diversity, equity, and inclusion, college and career readiness, and kindergarten preparedness. The "[Coffee & Conversations](#)" series has further facilitated open dialogue on essential issues like school finance, safety, school health services and youth substance use. Social media engagement has played a pivotal role, with impressive statistics on platforms such as Facebook and Instagram, showcasing the district's growing online presence.

Additionally, we have prioritized budget transparency, providing both in-person presentations whenever possible as well as easy-to-follow guides and information to assist stakeholders in understanding our budget complexities and needs.

As a part of the strategic planning process, we implemented a district-wide survey and held 10 separate [community forums](#) (2 community, 2 HS faculty, 2 MS faculty, 2 elementary faculty, 2 students, 1 administration, 1 school committee).

We have continued to expand our [Plymouth Family Resource Guide](#) to accommodate our diverse community. These are a sample of actions collectively demonstrating our proactive approach to achieving the established goal, fostering a culture of communication, transparency, and engagement within the Plymouth Public Schools community.

Key Actions Taken

Superintendent's Podcast: *Hometown Voices*

- Student Spotlight: [Being Your Authentic Self](#)
- [School Budget & Finance](#)
- [Diversity, Equity and Inclusion](#)
- [College & Career Readiness](#)
- [Getting Ready for Kindergarten](#)
- Plymouth's History, Social Studies and Civics Curriculum (Release Date in Early April)

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Coffee & Conversations

- November 13: [*School Finance & Budgeting*](#)
 - Smore views, 8,988
 - Facebook, 1,722 total post impressions
 - Twitter Views (844)
- December 15: [*School Safety & Security*](#)
 - Smore views (23,697)
 - Facebook, total post impressions (4,042)
 - Twitter Views (1,890)
- January 18: [*Youth Substance Use*](#)
 - Smore view, (9,970)
 - Facebook, total post impressions (915)
 - Twitter Views (222)
- February 13: [*School Food Services*](#)
- March 1: [*School Health Services*](#),
- April 10: [*Plymouth's Health Curriculum*](#)
- May 13: [*Future Planning and Vision for PPS: A Look Into Our New Strategic Plan*](#)
- TBD: [*Special Education Meet and Greet*](#) (upon appointment of Director of Special Education)
- Creation of special email to promote suggested topics and provide feedback:
HometownVoices@plymouth.k12.ma.us

[Survey](#) Participation (over 2,700; Also translated into Portuguese and Spanish)

[Community Forum Meetings](#)

Sample Budget Presentations and Information Provided to Community:

- [FY25 Budget Proposal School Committee.pptx](#)
- [FY25 Budget Proposal Jan 16 2024.pptx](#)
- [FY25 Budget Proposal FinCom Ed Sub Jan 25 2024.pptx](#)
- [League of Women Voter Presentation](#)
- [Committee of Precinct Chairs FY25 Budget Presentation](#)
- [FY 25 Budget Information Presented at Precinct Meetings and Distributed to all Members](#)
- [FY25 Budget Book](#)

Expansion of [Plymouth Family Resource Guide](#) (Portuguese and Spanish Headers included)

[Care Solace Usage Report](#)

Hosted a [K-5 Literacy Instruction Webinar](#) where administrators were joined by classroom teachers and literacy specialists who discussed our [instructional model and practices](#), ways that we assess and support students, and the ongoing professional development provided to teachers.

(Livestream Link: <https://www.youtube.com/watch?v=WKN6d815Mi8>)

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Social Media Statistics

- Facebook followers: January (10,949) / March (11,044)
- Content Interactions January (16.6K) / March (23.4K)
- Facebook Reach January (114.8K) / March (144.1K)
- Instragram Followers January (5,665)/March (5,687)
- Instagram Reach January (9.6K)/March (10.3K)

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Goal 2: District Improvement Goal

During the 2023-24 school year, the Superintendent will work with a variety of stakeholders of the Plymouth Public Schools to lead the development of a comprehensive three-year strategic plan that aligns with our district's vision, values, and educational goals. This plan will involve extensive stakeholder engagement, data analysis, and collaboration with the School Committee, staff, families, and the community. By the end of this period, the district will have a well-defined strategic plan that outlines our priorities, action steps, and measurable objectives for the next three years, ensuring the continued growth and success of our district.

We have undertaken significant initiatives to fulfill the District Improvement Goal of developing a comprehensive three-year strategic plan during the 2023-24 school year. Engaging a wide range of stakeholders, including faculty, staff, students, and the broader community, has been a top priority. Outreach efforts, such as the Smore communication with over 10,000 views and 102 interested participants, demonstrate a strong commitment to community participation. Additionally, ten focus group sessions involving more than 50 high school students and community members have been held, fostering inclusive dialogue. A community survey, with approximately 2,300 participants, further reflects the district's dedication to gathering diverse perspectives. The Strategic Planning Committee is scheduled to commence meetings, starting on February 5th and concluding with a School Committee presentation of the final plan on May 20th. These actions underscore our proactive approach, ensuring that the strategic plan will be well-informed, collaborative, and reflective of the Plymouth Public Schools' vision, values, and educational goals.

Key Actions

Outreach for Community Participation

- Total Smore views (10,293)
- 102 Interested Participants

10 Focus Group Sessions Held:

- January 8 (Plymouth South HS)
 - 1 PM HS Students
 - 2:30 PM HS Staff
 - 4:15 PM Elem Staff
 - 6 PM Community
- January 9 (PCIS and PSMS)
 - 3:15 MS Staff
- January 16 (Plymouth North HS)
 - 1 PM HS Students
 - 2:30 PM HS Staff
 - 4:15 PM Elem Staff
 - 6 PM Community
- February 3 (School Committee)

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[Community Survey](#) (over 2,700 participants)

Strategic Planning Committee Meetings Schedule:

- Meeting #1, February 5th
- Data Meeting, February 26th
- Meeting #2, March 11th
- Meeting #3, March 25th
- Meeting #4, April 8th
- Meeting #5, April 29th
- School Committee Meeting to present final plan, May 20th

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Goal 3: District Improvement

Taking into consideration most relevant data, the Superintendent will work with district and school leadership to develop a shared responsibility of student academic and behavioral expectations through a collaborative examination of school data and create a system where data related to measurable annual goals (ex., student achievement, student growth, EL language acquisition, absenteeism, etc.) are routinely analyzed.

Utilizing data to inform instructional practice is paramount in fostering effective and targeted educational strategies. Data-driven decision-making allows for a comprehensive understanding of student academic and behavioral expectations, enabling educators to tailor their approaches to meet individual needs. The Superintendent's District Improvement Goal centers around establishing a shared responsibility among district and school leadership to collaboratively examine school data and create a system for routinely analyzing measurable annual goals, such as student achievement, growth, language acquisition, and absenteeism.

Key actions taken thus far underscore the commitment to this goal. The Administrative Team has engaged in discussions and reviews regarding DESE Data, MCAS & Accountability Data, and organizational results. Sessions addressing chronic absenteeism and strategies for improvement have been conducted, promoting a holistic approach to data analysis. Ongoing work includes the continuation of school/department report writing and the establishment of a framework for improvement plans. Collaborative efforts with administration and educators have resulted in the creation of a literacy screening protocol, district data meeting guidance, a reading screener flowchart, and a user guide to assist educators in informing families based on literacy screening results. These actions reflect a comprehensive approach to utilizing data as a powerful tool for shaping instructional practice and fostering continuous improvement in student outcomes.

Key Actions

Work with Administrative Team:

- Initial discussion with Admin Team regarding Preliminary DESE Data ([Sep 8 PCD Agenda](#))
- Review of MCAS & Accountability Data and Shared Responsibilities for Analysis ([Sep 22 PCD Agenda](#))
- Initial Discussion of Organization of Results ([October 6 PCD Agenda](#))
- Review of Data to Support Goal Setting ([October 20 PCD Agenda](#))
- Chronic Absenteeism/ Strategies for Improvement Session with Ben J ([Dec 15 PCD Agenda](#))
- Continuation of School/Department Report Writing ([January 5 PCD Agenda](#))
- [Framework for Improvement Plans](#)
- [Copy of SOI Plan](#)

[School Improvement Plans](#)

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Literacy Screening:

- [Literacy Screening Protocol](#)
- [District Data Meeting Guidance](#)
- [Reading Screener Flowchart](#)
- [Protocol for School Level Literacy Data Meetings](#)
- [Steps to Informing Families: Screening](#)

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Goal 4: Student Learning Goal

During the 2023-24 school year, using the collective feedback of scheduled learning walks, the Superintendent will support the Academic Coordinators, Directors, Principals and other key leaders to regularly collaborate to develop targeted improvement plans based on the feedback from learning walks. These plans will identify any necessary resources, coaching, and school support to assist with implementation of the plans.

The implementation of both administrative and teacher learning walks has proven to be a transformative strategy in enhancing instructional practices and promoting collaboration within our school district. Research underscores the value of this approach in fostering continuous improvement. Administrative learning walks provide leaders with valuable insights into the learning environment, allowing them to identify areas for growth and support. This collaborative effort among Academic Coordinators, Directors, Principals, and other key leaders facilitates the development of targeted improvement plans based on collective feedback from these walks. Furthermore, teacher learning walks contribute significantly to a culture of shared responsibility for student success. Teachers gain the opportunity to observe and learn from their peers, promoting a collaborative and supportive atmosphere. Research highlights that peer observation and feedback positively impact instructional effectiveness and professional growth. The addition of teacher learning walks to our practice has been very well received by those participating, with many of them wanting additional opportunities to participate both in their school and across the district. Similarly, many of our principals have expanded their own scheduled learning walks within their school, conducting content-specific walks with department heads and academic coordinators. The 200 administrative learning walks and 100 teacher learning walks conducted thus far this year, along with a cumulative total of over 800 classroom learning walks since the 2021-22 school year, reflect a commitment to this practice. We will have completed 934 classroom learning walks by March 28th and approximately 155 hours of classroom observation indicate the sustained effort towards achieving our Student Learning Goal. These actions are laying the foundation for targeted improvement plans, ensuring that necessary resources, coaching, and school support are identified to enhance the implementation of these plans. Our administrative team is actively engaged in leveraging the insights gained from learning walks to drive instructional improvement, ultimately contributing to the overarching goal of enhancing student learning outcomes.

Key Actions

Number of classrooms visited to-date using this process:

- 200 admin learning walks this year [Schedule of Learning Walks \(admin\)](#)
- 100 teacher learning walks this year [Schedule of Learning Walks \(teachers\)](#)
- [Samples of Debrief Memos](#)
- Over 800 classroom learning walks since 2021-22 school year
- 934 classroom learning walks conducted (through March 28th)
 - **Approximately 155 hours of classroom observation**