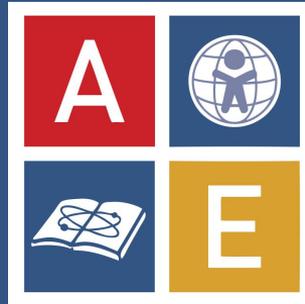


# AEA Superintendent Goals 2021-2022

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# Goal I: Student Achievement

Use a variety of available data and analytical platforms to guide the AEA principals in creating a plan for targeted increased student achievement and academic rigor in their respective schools.

# Goal I: Student Achievement

**Strategic:** the short and long-term use of student achievement data can close achievement gaps and lead to greater excellence at AEA.

**Measurable:** local and state measures will be used (SBAC, MAP, student grades, teacher formative and summative assessments, principal and superintendent observations of virtual and in-person teaching, etc).

**Achievable:** given the tools, resources and expertise at our fingertips, this is a reasonable and important goal.

**Relevant:** student achievement is at the heart of all that we do.

**Time-bound:** a plan will be created and presented to the Board no later than October 1, 2021. The implementation and monitoring of the plan will take place over the entire 2021-2022 school year.

# Goal II: Leadership and Growth

Create a leadership transition plan that includes Superintendent and Principal succession considerations and long-range planning for the AEACHS leadership. This plan would serve as a draft for collaborating with the Board on future planning at its annual strategic planning retreat.

# Goal II: Leadership and Growth

**Strategic:** this is a critical issue for the ongoing sustainability and excellence of AEA, and one that the Board has indicated a desire to address in its annual strategic planning efforts.

**Measurable:** draft of plan will be created and sent to Board members by date indicated below.

**Achievable:** given previous conversations on this topic, as well as internal draft documents that have already been created, the relatively short timeline for this goal should not be an impediment.

**Relevant:** Board and Superintendent collaboration on leadership structures and succession is key to the ongoing stability and functioning of the organization.

**Time-bound:** draft of succession plan will be concluded at least two weeks prior to the annual Board strategic planning meeting (tentatively scheduled for Summer, 2021).

# Goal III: Staff Support and Evaluation

Collaboratively develop and oversee the implementation of a system of programmatic and personnel evaluation that takes into consideration current pandemic (or post-pandemic) conditions but nonetheless promotes rigor and engagement for all students. The plan will support professional growth, allow employees flexibility in demonstrating proficiencies, and align with the IB program as well as the AEA Teaching and Learning Plan (in case of extended pandemic conditions).

# Goal III: Staff Support and Evaluation

**Strategic:** this is an ongoing and important long-range component of attracting and supporting the best staff available.

**Measurable:** plan will be produced in written form and implemented with all AEA staff at least once during the 2021-2022 academic year.

**Achievable:** given past support and evaluation efforts, this is a reasonable and achievable goal.

**Relevant:** high quality teachers and staff are instrumental in the ongoing excellence of AEA.

**Time-bound:** to be initiated in September, 2021 and concluded in Spring, 2022.

# Goal IV: Communication

Prepare and deliver—with staff and Board support—an annual State of AEA address. Additionally, as an augmentation of the multiple communication channels that already exist, create a Superintendent Podcast to communicate regularly with the community on a variety of topics. The podcast format allows for conversation and interviews which can offer a more well-rounded and nuanced understanding of issues.

# Goal IV: Communication

**Strategic:** communication with the community is a perennial topic area for improvement in any broad and complex organization.

**Measurable:** the State of AEA address is a discrete event, and the podcast will be measured by the production and publication of at least one episode per month beginning in August, 2021.

**Achievable:** given the current communication channels already in place, as well as the technology assets and expertise, both sections of this goal are reasonably achievable.

**Relevant:** as mentioned above, communication with staff and community is the heartbeat of a school organization.

**Time-bound:** one State of AEA address in winter 2022 (January?); at least one podcast episode per month beginning in August, 2021.

# Goal V: Budget and Operations

As AEA consolidates into a single LEA, steward the budget creation and monitoring process so that a fiscally sound budget is presented to the Board, one that allows AEA to meet all external and internal covenants and fiscal policies. Additionally, lead the fiscal and logistical process of successfully combining LEAs with minimal disruption or negative impact to the organization.

# Goal V: Budget and Operations

**Strategic:** a balanced and responsible budget is essential for the long-term viability of AEA.

**Measurable:** the bond covenants and AEA Board requirements on minimum cash-on-hand are clearly quantifiable.

**Achievable:** this occurs every year; with the additional element of LEA consolidation and the cash-flow implications this goal is still achievable but more complicated.

**Relevant:** without a balanced, responsible and sustainable budget, the organization cannot function.

**Time-bound:** the cycle of budget creation, presentation to the AEA Board, approval by the AEA Board, submission to SDUSD and CDE is all clearly time-bound. The meeting of all covenants and internal cash-on-hand policies will be ongoing from July 1, 2021 until June 30, 2022.