



Superintendent Goals 2026–2027 School Year

Superintendent: Dr. Jason Smit

District: Palos Heights School District 128

The following goals define the Superintendent's primary focus areas for the 2026–2027 school year. They align with District priorities and the Superintendent evaluation framework and support continuous improvement, organizational effectiveness, fiscal responsibility, and the success and well-being of District 128 students and staff.

Goal 1: Communication & Community Engagement

Component I: Purposeful Community

Goal

Strengthen trust, transparency, and engagement across District 128 through consistent, accessible, and responsive communication with staff, families, the Board of Education, and the broader community.

Key Activities & Strategies

- Establish consistent Superintendent communication through weekly staff messages, Board updates, *The D128 Monthly*, D128 in 128 videos, website content, and community communications.
- Increase opportunities for two-way communication through community meetings, staff engagement, parent and community conversations, and stakeholder feedback.
- Continue improving District communication platforms to ensure information is timely, understandable, and accessible.
- Intentionally communicate student and staff accomplishments, Portrait of a Learner implementation, teaching and learning, District operations, and financial information.
- Establish communication practices that strengthen consistency, transparency, and trust between the Superintendent, the Board of Education, administrators, staff, families, and the community.

Measurable Outcomes & Targets

1. **Superintendent Communications:** Publish a minimum of 32 weekly staff communications and 32 Superintendent updates to the Board of Education during the 2026–2027 school year.
2. **District Communications:** Publish at least 8 editions of *D128 Monthly* and 12 *D128 in 128* videos during the school year.
3. **Stakeholder Engagement:** Conduct at least 3 structured engagement opportunities with staff, families, or community members during the 2026–2027 school year.

4. **Communication Effectiveness:** Conduct a stakeholder communication survey by March 2027 and present findings and at least 3 actionable improvement recommendations to the Board of Education by May 2027.
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Goal 2: Culture & Organizational Leadership

Component II: Managing Change

Goal

Strengthen District leadership capacity, organizational culture, and operational effectiveness through collaborative leadership, professional growth, continuous improvement, and consistent school safety practices.

Key Activities & Strategies

- Establish and facilitate a Weekly Administrative Leadership Collaborative focused on relationships, shared leadership, collaborative problem-solving, and District priorities.
- Create regular opportunities to recognize and celebrate staff contributions, leadership, service, and impact.
- Strengthen the principal evaluation and leadership development process through clear goals, meaningful observations, reflection, feedback, and alignment with the Illinois Principal Standards and the District 128 Portrait of a Learner.
- Encourage staff to take thoughtful risks, try new approaches, reflect on results, and iterate as part of a culture of continuous improvement.
- Engage administrators and staff in collaborative conversations and design processes to address District challenges and opportunities.
- Support administrators and teacher leaders in developing their leadership capacity and contributing to District improvement.

Measurable Outcomes & Targets

1. **Principal Evaluation & Leadership Development:** Complete 100% of required principal evaluations, observations, and feedback conferences within established timelines. Each principal will establish at least one measurable leadership improvement goal, with documented midyear and year-end progress reviews.
2. **Administrative Leadership Collaborative:** Conduct at least 25 Administrative Leadership Collaborative meetings during the 2026–2027 school year, supported by meeting agendas and documented follow-up actions.
3. **Staff Culture & Organizational Improvement:** Conduct one Districtwide staff culture and leadership feedback survey by March 2027, identify at least 3 actionable improvement priorities based on the results, and develop an implementation plan by May 2027.
4. **School Safety & Emergency Preparedness:** Implement consistent Standard Response Protocol (SRP) procedures across all 4 District schools, complete all required safety drills, and conduct at least one Districtwide emergency preparedness review by June 2027, documenting findings and identifying priorities for continued improvement.

Goal 3: Financial Stewardship & Long-Term Sustainability

Component IV: Management

Goal

Work collaboratively with the Board of Education, Finance Committee, administration, and community to strengthen District 128's long-term financial sustainability through transparent financial planning, responsible stewardship, community education, and identification of sustainable efficiencies and expenditure reductions.

Key Activities & Strategies

- Work closely with the Board of Education, Finance Committee, and District financial team to monitor revenues, expenditures, fund balances, financial projections, and emerging financial risks.
- Provide clear, factual, and accessible information to the community about the District's financial position and the November 2026 limiting rate referendum.
- Implement a comprehensive plan for referendum information and community engagement using print, digital, video, website, and in-person channels.
- Identify and evaluate operational, administrative, staffing, and programmatic efficiencies, considering their impact on students and staff.
- Develop financial scenarios and expenditure-reduction recommendations based on the referendum outcome and long-term financial projections.
- Evaluate organizational structures and resource allocation, prioritizing student learning, safety, essential services, and long-term sustainability.
- Facilitate a strategic planning process with the Board of Education and District stakeholders following the November 2026 referendum to establish the District's multi-year priorities and align future financial and operational planning accordingly.

Measurable Outcomes & Targets

1. **Referendum Communication & Financial Planning:** Conduct 9 community informational meetings prior to the November 2026 limiting rate referendum to provide factual financial information and opportunities for community questions. Following the November 2026 election, provide financial updates at each regularly scheduled Board meeting from December 2026 through June 2027, addressing the referendum outcome, financial implications, and progress toward a sustainable financial plan for FY28 and beyond.
 2. **Operational Efficiencies:** Identify and evaluate potential annual cost savings and operational efficiencies for FY28 and beyond. Present a comprehensive set of recommendations to the Finance Committee and Board of Education by April 2027, including estimated financial impacts and considerations for students, staffing, and programs.
 3. **District Strategic Planning:** Facilitate at least 3 stakeholder engagement opportunities as part of the strategic planning process and present a proposed 2027–2030 District Strategic Plan to the Board of Education for consideration by June 2027.
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Progress Monitoring & Evaluation

The Board of Education will review progress toward these goals at midyear and as part of the Superintendent's annual evaluation. Evidence may include Board updates, District communications, stakeholder feedback, implementation records, financial reports and projections, safety and training documentation, and other relevant artifacts demonstrating progress toward the identified measurable outcomes.

A midyear progress update will identify accomplishments, areas requiring continued attention, and next steps. Year-end outcomes will be documented as part of the Superintendent's annual evaluation.

Superintendent Signature: _____

Date: _____

Board President / Evaluator Signature: _____

Date: _____