



Memorandum

Date: June 7, 2023
To: Granby Board of Education
From: Jordan E. Grossman, Ed.D., Superintendent of Schools
Subject: Superintendent Annual Report: 2022-2023 School Year

This Superintendent Annual Report is an executive summary of the major accomplishments and progress made on Superintendent Goals for the 2022-2023 school year. Accomplishments and progress are only made possible with the efforts of the entire school community.

BOE GOAL AREA: STUDENT LEARNING AND ACHIEVEMENT

Superintendent-Specific Goals:

1. Continue to implement new data driven decision making processes across the district. (Strategic Initiatives 1I, 1J)
2. Continue to improve English/Language Arts and Math Student Achievement across all grade levels. (Strategic Initiative 1D)
3. Implement and use a data system that can store and collect formal and informal assessment information in an easy-to-view format and analyze multiple data points across time and subjects. (Strategic Initiatives 1I, 1J)
4. Continue to develop assessment practices with administrators which produce meaningful data that can inform instruction and intervention. (Strategic Initiatives 1B, 1D, 1J)
5. Support the transition to the new CT-SEDS IEP program and work with aligning student goals to standards in a continuum of development. (Strategic Initiatives 1B, 1C)
6. Conduct Learning Walks three (3) times throughout the year to assess alignment between the professional work and practice. (Strategic Initiative 1B)

Superintendent-Specific Results:

1. Administrative team worked together to develop best practices for use during data centered professional conversations, including the use of protocols shared by the Great Schools Partnership. Administrators developed a calendar of data centered conversations for the year and carried through these calendars with their school leadership teams.
2. In collaboration with consultants from Teachers College (ELA) and CREC (Math), teachers and staff in Grades K-8 worked to unpack curriculum, study best instructional practices and implement small group instruction informed by data. A refinement of assessment tools and the use of small group learning walks in specific content areas supported growth in student achievement as well. While not specific to ELA and Math, the continued practice of K-12 vertical teams promoted collegial conversations rooted in standards and best practices in the content areas.
3. After several months of researching and vetting a handful of data systems, the EduClimber product through Illuminate/Renaissance was selected and purchased as the electronic web-based software that can house historic and current data and analyze as student, class and grade level data. Additionally, the EduClimber platform provides the ability to integrate academic, behavioral and social/emotional data and track interventions provided through the MTSS (Multi-Tiered Systems of Support) process to ensure smooth transitions from grade-to-grade and the ability to monitor progress over time and embed meeting notes.

4. Work continues to evolve around grading practices related to standards and core expectations. As we move into year three with the Elements of Effective Instruction, we will begin to explore “Practice and Feedback,” which will naturally lead into assessment conversations. The administration of STAR, DIBELS, Acadience, Smarter Balanced Interim Assessments, and PSAT continue to be standardized and refined to provide the best results for student achievement conversations and progress monitoring.
5. Completed the migration from prior vendor to CT-SEDS over the course of this school year for all students on Individualized Education Plans (IEPs). This included full implementation of the Referral and Evaluations and IEP Process Modules. Implemented the Section 504 Module, which has supported a consistent and streamlined process across the district. Full implementation of the Parent Portal in CT-SEDS, which allows parents to digitally sign documents and access their child's current plan at any time. Development of goals and objectives in CT-SEDS have improved in their measurability and alignment to standards.
6. All three Learning Walks were conducted this year with over 30 individuals participating and close to 600 classroom walkthroughs which focused on noting practices observed in relation to the first two Elements of Effective Instruction, learning environment and clear shared outcomes. Feedback was compiled for each building at the conclusion of each Learning Walk and provided to each building to be used for school improvement efforts.

BOE GOAL AREA: COMMUNITY ENGAGEMENT

Superintendent-Specific Goals:

1. Continue work with the Granby Public Schools’ community on the implementation of the new Granby Public Schools’ Strategic Plan and Vision of a Graduate. (All Strategic Initiatives)
2. Investigate the possibility of forming a Granby Memorial High School Alumni Association. (Strategic Initiative 2D)
3. Expand opportunities for Granby Board of Education members to be more visible in the schools and the community. (Strategic Initiative 2A)
4. Grow the School-to-Career Program to develop relationships with community businesses that could provide mentoring, internships and shadowing experiences to students. (Strategic Initiative 2G)
5. Maintain a high level of communication and visibility within the community. (Strategic Initiative 2A)
6. Continue to develop a clear understanding of responsibilities, expectations and communication systems to promote an effective Superintendent of Schools/Board of Education working relationship. (Strategic Initiative 2A)
7. Meet with business leaders, civic leaders, political leaders, police, and other community leaders to promote the success of Granby Public Schools. (Strategic Initiative 2A)

Superintendent-Specific Results:

1. The *Granby Public Schools’ Moving Forward Together Strategic Plan 2021-2025* was adopted in the fall of 2021. All school and departmental Continuous Improvement Plans, as well as the 2022-2023 budget are aligned with this plan.
2. Collaborated with Granby Memorial High School graduates on the possibility of forming a Granby Memorial High School Alumni Association. Will work with the incoming Superintendent of Schools to establish relationships with these graduates in the development of the association with scheduled meetings beginning in the fall.
3. Granby Board of Education members were invited into schools for Learning Walks and after the presentations of each school’s Continuous Improvement Plan.
4. The School-to-Career Program at Granby Memorial High School ran two community meetings this year and continued to build relationships with our partner in the Perkins Grant, Canton Public Schools, and across our own community. Students experienced their first Career Day and work has begun to look at aligning course progressions to pathways for college and career. A new hire in the College and Career Center as well as in the Career and Technical Education role that oversees internships, externships and mentoring will allow for additional growth in this area in the years to come.

5. Maintained regular levels of communication with the Board of Education, town officials and the community through publications, surveys, weekly communication, as well as, attendance at meetings, Superintendent Community Conversations, and school and town events. Respectful and trustful relationships between the Superintendent of Schools and the Granby community continued to grow and prosper this school year.
6. Celebrated student and staff accomplishments through participation in/attendance at recognition ceremonies, events and presentations at Board Meetings.

BOE GOAL AREA: SAFETY AND SOCIAL EMOTIONAL WELL-BEING

Superintendent-Specific Goals:

1. Coordinate community engagement forums that focus on technology, safety and social and emotional learning. (Strategic Initiatives 3A, 3B)
2. Require all school leaders to have well-developed, effective strategies to promote positive and productive school climates and integrate restorative practices where appropriate. (Strategic Initiative 3C)
3. Continue to implement and revise the new Granby Public Schools' Emergency Operations Plan. (Strategic Initiative 3G)

Superintendent-Specific Results:

1. Granby partnered with East Granby and Farmington Valley Health District (FVHD) this year to hold a series of Community Conversations around safe use of technology, trends in drug use and prevention strategies, Community Mental Health First Aid, and suicide prevention. Additionally, Granby has assisted the FVHD in creating a series of videos that can be used on continual education in secondary schools across the valley. FVHD consultants provided staff trainings in the areas of suicide prevention, trauma informed care and knowing one's own triggers and self-coping skills.
2. Each school and program embedded social/emotional goals into their Continuous Improvement Plans. A district-wide Social/Emotional Learning Committee developed an action plan based on the five pillars of well-being as established by CASEL which outlined items that should be happening across the district such as school-based expectations for conduct in key school spaces; the implementation of whole class lessons on self-management; and, regulation and the establishment of school-based teams.
3. The Granby Public Schools' Emergency Operations Plan was submitted and approved by the State of Connecticut in the fall. The plan meets and exceeds guidelines established by the State. The District Safety Committee met on a monthly basis to discuss overall school safety and review incidents that took place during the school year. The Regional School Safety Coordinator for the Connecticut Center for Schools was invited into the district to tour the schools and provide feedback on overall school safety.

BOE GOAL AREA: BUDGET DEVELOPMENT AND FISCAL MANAGEMENT

Superintendent-Specific Goals:

1. Continue to investigate the possibility of creating an alternative school within the Granby Public Schools. (Strategic Initiative 4F)
2. Work with consultants to perform a deep analysis of future enrollment for the Granby Public Schools. (Strategic Initiative 4E)
3. Research and develop a leadership structure that most effectively and efficiently creates point people for each content area across multiple grades so that leadership can be provided in PLC meetings, curriculum development, resource selection, as well as in supporting teacher development. (Strategic Initiative 6G)
4. Work with the Business Manager to obtain all state and federal grants that are offered to the Granby Public Schools. (Strategic Initiative 4G)
5. Work with the town on planning for large capital projects. (Strategic Initiatives 4D, 4I)
6. Develop a budget that supports the Board's Strategic Plan and is reflective of the economic climate and grounded in data. (Strategic Initiatives 4E, 4F, 4G, 4I)

7. Work with the Building Committee on bonded projects. (Strategic Initiative 4I)
8. Work with the Board of Education on beginning contract negotiations for the Granby Education Association. (Strategic Initiative 4B)
9. Work collaboratively with the Town Manager to discuss shared services. (Strategic Initiative 4F)

Superintendent-Specific Results

1. A district committee made up of parents, teachers, administrators, Board of Education member, students, and led by our Director of Pupil Services and Granby Memorial Middle School Assistant Principal, met this school year with the charge of making recommendations for possible alternative programing. The committee will make a recommendation to the incoming Superintendent in the fall of 2023. The Granby Public Schools Transition Program for 18- to 22-year-old students was presented to the Board of Education and approved to start at the YMCA in the 2023-2024 school year.
2. Worked with NESDEC and Peter Prowda to conduct a deep analysis on future enrollment for the Granby Public Schools. Mr. Prowda presented to the Granby Board of Education in the fall. Both enrollment reports provided to the administration gave a better understanding of future projections and more aligned with one another.
3. A major focus of the District Leadership Team this year was to build the structures and skills needed to lead teams. In FY23, a Math Department Head was added to the high school, a 6-12 Special Education Department Head was implemented and a fourth Elementary Instruction Coach was added, specifically for Kelly Lane Literacy. In FY24, an English Department Head will join the high school staff and an additional Content Area Specialist position for Elementary Literacy will be added, as well as an Early Intervention Specialist at Kelly Lane for behavioral support and intervention coordination. Additional work needs to happen in the coming years to look at leadership in the World Language and Unified Arts areas and to extend intervention structures to the secondary schools as well as explore a 6-12 leadership role in comparison to the two (2) Grades 6-8 & 9-12 roles in our current structure.
4. Worked with the Business Manager to obtain all grants from the State of Connecticut and Federal Government to assist the Granby Public Schools. Finished the implementation of the \$100,000 grant from the Granby Education Foundation for a video production studio at Granby Memorial High School.
5. Managed Fiscal Year Budget 2022-2023 with rising special education expenditures and the Board of Finance approved a special appropriation to cover the overage of expenditures in the area of special education. Successful adoption of a 5.08% Fiscal Year 2023-2024 Budget.
6. Worked with the Building Committee and the State of Connecticut to develop and approve educational specifications for the remaining bonded projects. Successful completion of the high school band room, choir room, technology wing, and new kitchen within the cafeteria. The culinary room project is almost complete and the replacement roof at Granby Memorial High School is scheduled to begin on June 15.
7. Worked with the Town on allocating the American Rescue Plan funds to upgrade the HVAC system at Wells Road Intermediate School and upgrade the HVAC system at Granby Memorial High School. Work to begin this summer. Worked with the Town to implement a shared Technician/Communication Specialist for both the town and school district.

BOE GOAL AREA: EMBRACING DIVERSITY

Superintendent-Specific Goals:

1. Continue to implement and monitor the Granby Public Schools' Anti-Bias/Anti-Racism Plan. (Strategic Initiative 5A)
2. Continue to develop and support professional development sessions around equity for staff, including utilizing the Family Engagement Specialist to support sessions with non-certified staff members. (Strategic Initiative 5E)
3. Continue to support minority teacher recruitment by collaborating with CREC on the Teacher In-Service Program. (Strategic Initiative 5A)

Superintendent-Specific Results:

1. The Granby Public Schools' Anti-Bias/Anti-Racism Plan continues to evolve each year and was fully implemented this year in several structures including the Granby Equity Team, school-based teams, the administrative team, and in student-led groups in conjunction with Partners for Educational Leadership.
2. School-based equity sessions were held this year that allowed for network conversations and the replication of E3s, or Experiences for Educational Equity. Additional sessions were offered during the choice blocks of professional learning and continued to develop culturally competent practices. The Family Engagement Specialist continued to build relationships with students and families and will continue to support professional learning as we move into a new school year.
3. At the conclusion of the 2022-23 school year, we will have one Teacher in Residence completing his first successful year of teaching in his own classroom, one Teacher in Residence completing her last summer of classwork before moving into her own classroom and a third resident beginning classwork and looking forward to being placed with a Special Education Teacher in the fall.

BOE GOAL AREA: PROFESSIONAL LEARNING**Superintendent-Specific Goals:**

1. Mentor and model professional leadership for our new administrative team members. (Strategic Initiative 6A)
2. Chair of the CAPSS Early Childhood State Committee. (Strategic Initiative 6I)
3. Chair of the Capitol Region PK-12 Safety and Emergency Management Committee. (Strategic Initiative 6I)
4. Participate by State Senate appointment in the Commission on Women, Children, Seniors, Equity, and Opportunity and Chair Commission on Children. (Strategic Initiative 6I)

Superintendent-Specific Results:

1. Continued to empower our new administrative team.
2. Throughout the year, chaired the CAPSS Early Childhood State Committee Meetings with a focus on preparing for early childhood education and necessary components.
3. Attended and chaired Capitol Regions PK -12 Safety and Emergency Management Committee with a focus on safety and communication, identifying individuals with social/emotional problems and after-action plans for school districts following a tragedy.
4. Attended and chaired monthly State of Connecticut Commission on Women, Children, Seniors, Equity and Opportunity meetings and acted as strategic partner in key legislative priorities during this year's session.