



## Memorandum

**Date:** May 4, 2022  
**To:** Granby Board of Education  
**From:** Jordan E. Grossman, Ed.D., Superintendent of Schools  
**Subject:** Superintendent Annual Report: 2021-2022 School Year

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This Superintendent Annual Report is an executive summary of the major accomplishments and progress made on Superintendent Goals for the 2021-2022 school year. Accomplishments and progress are only made possible with the efforts of the entire school community. This school year will always be remembered as how our school system moved forward together during a world-wide pandemic.

### **BOE GOAL AREA: STUDENT LEARNING AND ACHIEVEMENT**

#### **Superintendent-Specific Goals:**

1. Implement new data driven decision making processes across the district. (Strategic Initiatives 1I, J)
2. Work to improve English/Language Arts and Math Student Achievement across all grade levels. (Strategic Initiative 1D)
3. Continue to assess current and future practices in the area of special education services. (Strategic Initiative 1E)
4. Continue to focus on learning recovery and learning acceleration for all students. (Strategic Initiative 1E)
5. Partner with the Great Schools Partnership to bring the Elements of Effective Instruction to our staff as a model for lesson design and to create a common language for instructional conversations. (Strategic Initiative 1A)
6. Work with the staff to implement the new Vision of a Graduate (VOG) in daily practice including curriculum development, student tasks and assignment and teacher planning processes. (Strategic Initiative 1L)

#### **Superintendent-Specific Results:**

1. Administrators have worked through administrative Community of Practice meetings to build tools to facilitate data conversations in their respective buildings with their staff. With support from the Great Schools Partnership, administrators and their school-based leadership teams are developing the spaces and structures to support these data conversations on a regular basis to drill down to individual student data. Instructional Coaches and Content Area Specialists are integral in working with teachers during this process.
2. In addition to a renewed focus on data conversations and instructional strategies, consultant support has helped to reinforce best practices in the areas of Reading, Writing and Math as teachers implement the Teachers College and Illustrative Mathematics resources. The addition of the DIBELS/Acadience skills-based assessments in Grades K-3, the alignment of the PSAT/SAT assessments in Grades 8-11 and the implementation of systemic Smarter Balanced Interim Assessments and test preparation units have all supported student growth and achievement. Additionally, schools have been working to refine their intervention processes for supporting students needing additional support both in and out of the classroom. The WIN (What I Need) time at the elementary schools and academic enrichment time at the middle school are forums for this support. As reported in February in the Student Achievement Presentation, we have seen incremental student achievement growth during this school year.

3. Special education services address many areas of functioning through a multidisciplinary team approach. Examining the continuum of special education services currently utilized to provide the very best education to our students across these areas of functioning is a focus this school year. Based on this examination, staff have engaged in a variety of professional learning opportunities to increase their capacity to meet student needs in numerous areas, such as, dyslexia interventions, autism supports and mental health. Special education achievement data continues to be examined with an emphasis on individual student progress. Collaboration with families remains at the heart of the work in special education. Continuing to build and grow these relationships is an ongoing focus for the department.
4. Teachers and school-based teams have spent time reviewing curriculum and adjusting instructional planning in real time to support the needs of all learners based on their present levels of performance. Tutors were employed at Granby Memorial Middle School, Wells Road Intermediate School and Kelly Lane Primary School to support student learning based on assessment results. New math resources and an accelerated course of study were implemented at the Grade 6-8 levels and new resources piloted were trialed in the elementary grades. Students are also being provided extended day opportunities for extra support.
5. Staff worked this year to develop a shared understanding of the Elements of Effective Instruction with an emphasis on the Learning Environment and Clear Shared Outcomes. Staff shared best practices in these areas and Content Area Specialists and Administrators discussed how to support development of these elements through professional learning. Three learning walks were completed and staff will reassess via a survey in May to determine next steps for staff development. Moving forward, revised teacher evaluation, planning and curriculum documents will begin to reflect these elements as well.
6. The Vision of a Graduate (VOG) was adopted by the Board of Education in September 2021 and the District has since been working to engrain the vision into our communications. Teacher teams have discussed how the VOG will integrate with our current curriculum writing and assignment development. A next focus is developing rubrics for each indicator and reviewing the connection between the VOG and the Capstone experiences across the district. The new 6<sup>th</sup> Grade Success course at the middle school was designed around the VOG.

### **BOE GOAL AREA: COMMUNITY ENGAGEMENT**

#### **Superintendent-Specific Goals:**

1. Work with the Granby Public School community on the implementation of the new Granby Public Schools' Strategic Plan and Vision of a Graduate. (All Strategic Initiatives)
2. Work with the new Town Manager to continue collaboration with the town. (Strategic Initiative 2A)
3. Enhance the climate and culture across the District by building positive relationships and increasing presence in the schools. (Strategic Initiative 2A)
4. Maintain a high level of communication and visibility within the community. (Strategic Initiative 2A)
5. Maintain the Board of Education policies and develop new ones that align with local, state and federal guidelines. (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, faith leaders, political leaders, police, and other community leaders to promote the success of Granby Public Schools. (Strategic Initiative 2A)

#### **Superintendent-Specific Results:**

1. The new *Granby Public Schools Moving Forward Together Strategic Plan 2021-2025* was adopted in the fall. All school and departmental Continuous Improvement Plans, as well as the 2022-2023 budget are aligned with this plan. This plan has been shared with the community and has set forth our VOG for the next 4 years.

2. Met monthly with the new Town Manager to discuss collaborative efforts. A newly developed Technician/Communication Specialist will be shared between the town and school district. Worked collaboratively with the Town Manager on IBAC to discuss the use of American Rescue Plan funds and worked with the Town Manager to reconvene the Long-Range Capital Committee. Developing a wonderful collegial relationship with the Town Manager.
3. 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 continues to grow and prosper.
4. 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. Implement the Stronger Together: A Working Plan for the Granby Public Schools. (Strategic Initiatives 3A, C, G)
2. Implement the new Granby Public Schools' Emergency Operations Plan. (Strategic Initiative 3G)

### **Superintendent-Specific Results:**

1. The Stronger Together Plan was implemented to safely open the schools, updated as required to reflect changes in the State-directed policy, and communicated out to the school community. A planful approach, coupled with regular communication, allowed the Granby Public Schools to weather the Omicron surge and recuperate to transition to a mask optional environment in February. This plan exemplifies a cohesive, collaborative approach across all members of the Granby school community as well as regional and state-based services.
2. The new Granby Public Schools Emergency Operations Plan was submitted and approved by the state in the fall. A District Safety Committee was formed this year which meets on a monthly basis to discuss overall school safety.

## **BOE GOAL AREA: BUDGET DEVELOPMENT AND FISCAL MANAGEMENT**

### **Superintendent-Specific Goals:**

1. Investigate the possibility of creating an alternative school within the Granby Public Schools. (Strategic Initiative 4F)
2. Work with the Business Manager to obtain all state and federal grants that are offered to the Granby Public Schools. (Strategic Initiative 4G)
3. Review financial projections, allocations and the process used to develop the annual budget. (Strategic Initiatives 4E, F, G)
4. Develop a budget that supports the Board's Strategic Plan and is reflective of the economic climate. (Strategic Initiatives 4E, F, G, I)
5. Work with Building Committee on bonded projects. (Strategic Initiative 4I)
6. Work with Board of Education on contract negotiations. (Strategic Initiative 4B)
7. Work with the Business Manager on the negotiations of school bus contract. (Strategic Initiative 4F)
8. 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 has been meeting with the charge of making recommendations for possible alternative programming within the Granby Public Schools for the 2023-2024 school year.
2. Worked with the Business Manager to obtain all grants from the State of Connecticut and Federal Government to assist the Granby Public Schools. Secured \$100,000 from the Granby Education Foundation for a video production studio at Granby Memorial High School.

3. Managed Fiscal Year Budget 2020-2021 with rising special education expenditures. Successful adoption of a 3.69% Fiscal Year 2022-2023 Budget.
4. 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 staircase project and construction has started at the high school for the new band room, new choir room, new technology wing, and new kitchen within the cafeteria.
5. Worked collaboratively with the Business Manager and Board of Education Finance Subcommittee to extend our bus contract with CREC for an additional 5 years. Assisted the Board in successfully negotiating with the administrator and secretarial bargaining groups.
6. Worked with the new Town Manager on allocating the American Rescue Plan funds with possible use of funds to upgrade the HVAC system at Wells Road Intermediate School and upgrade the HVAC system at Granby Memorial High School. Worked with the Town Manager to establish a shared Technician/Communication Specialist for both the town and school district.

### **BOE GOAL AREA: EMBRACING DIVERSITY**

#### **Superintendent-Specific Goals:**

1. Continue to implement the Granby Public Schools' Anti-Bias/Anti-Racism Plan. (Strategic Initiative 5A)
2. Continue to support minority recruitment by collaborating with CREC on the Teacher In-Service Program. (Strategic Initiatives 4B, 5A)
3. Continue the development of a teacher minority recruitment program with current students enrolled in the Granby Public Schools. (Strategic Initiative 5C)

#### **Superintendent-Specific Results:**

1. Through a multifaceted approach, teachers and administrators of the Granby Public Schools have participated in over 8 hours of equity-based training this year and the Granby Equity Team has met six times to monitor the implementation of the Anti-Bias/Anti-Racism Plan and make suggestions for the work moving forward while developing their own consciousness and responsive techniques for equity related topics. Work this year to highlight includes the collaboration with the Granby Racial Reconciliation Team, increased communication with families around equity topics, a resurgence of the Bridges Program and acknowledgment of cultural heritage months across all of the schools.
2. The Teacher in Residence Program places a minority pre-service teacher candidate with a Granby teacher mentor while he or she pursues course work for certification and then completes student teaching requirements. Our first resident teacher is currently completing his coursework and student teaching and is interviewing for a classroom position at Wells Road Intermediate School. Granby Public Schools has applied for a second resident for the 2022-23 school year to be placed at Kelly Lane Primary School.
3. The partnership with the University of St. Joseph's School of Education Department continued for current Granby Public School students who are interested in a career in teaching. A program was held on April 28<sup>th</sup> for students in Grades 10-12 with key leaders from the University to educate our current Granby Memorial High School students on a possible career in education.

### **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 CAPSS Early Childhood State Committee. (Strategic Initiative 6I)
3. Participate in CAPSS Early Career Advanced Leadership Program. (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. Successfully on-boarded a new Director of Pupil Services and continued to empower our second year Principal of Granby Memorial Middle School Principal, second year Assistant Principal of Granby Memorial Middle, second year Principal of Kelly Lane Primary School, and second year Assistant Superintendent of Schools.
2. Throughout the year, chaired the CAPSS Early Childhood State Committee Meetings with a focus on preparing Superintendents for the possibility of universal pre-school programs.
3. Participated in CAPSS Early Career Advanced Leadership Program with focused discussions on strategic and district goal development, budget development, Superintendent/Board of Education relationships and future ready school districts.
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 (an act on minority teacher recruitment & retention, an act concerning childhood mental and physical health services in schools, and an act on social and emotional services).