



Croton-Harmon Union Free School District
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Stephen Walker
Superintendent of Schools

Superintendent's Goals: February 2022 - Summer 2022

Goal 1: Become a visible member of the school district community, and build relationships with individuals and groups across the district.

Priorities:

- Implement Transition and Entry Plan as shared with the community in January 2022
- Regularly attend the following meetings:
 - PTA/PTSA/SEPTA
 - Principal's Coffees
 - Athletics Booster Club
 - CHEF
 - Rotary
 - Croton Caring
 - Student-Faculty Congress
 - Superintendent's Advisory Committee
 - CTA-District Liaison Committee
- Schedule consistent time to meet with/visit:
 - Board of Education members
 - Classrooms In All Schools
 - Central Administration Team members
 - Building Administration Team members
 - Directors and Supervisors
 - Secretarial/Custodial/Transportation leadership and staff members
 - Extracurricular and Athletic Events
- Determine and implement approach to engaging lesser-heard voices in our school district community
 - Spanish-speaking families and students
 - Out of District students and their families

Goal 2: Provide leadership to the process of envisioning and developing a new Strategic Plan for the district.

Priorities:

- Research possible consultants to assist in facilitating the process, and identify consultant to collaborate with
- Recruit individuals who represent multiple district perspectives to participate in the Strategic Planning process
- Present timeline and process details to Board of Education and community
- Share timeline and process details with faculty, staff and community
- Implement Strategic Planning process
 - Note: completion of the Strategic Planning process is envisioned for Fall 2022

Goal 3: Evaluate current district communications approaches, and envision and implement communications practices with a focus on enhancing the already existing sense of community across schools and the district.

Priorities:

- Garner feedback from students, staff members, administrators, parents and community members regarding current communications practices
- Implement consistent communications language with focus on maintaining the unity of the district as “Tigers”
- Implement process to introduce all new staff members to our district, across schools, and community
- Implement process to recognize staff members who are performing well beyond expectations
- Research options to replace current K12 Alert system
- Examine feasibility of digital flyer program to streamline communication about district and community events
- Participate in work with Board Communications Committee to re-examine our branding as a district
- Develop and implement vision for the purpose of our multiple communications mechanisms (website, Croton Connections, newsletters, social media)
- Determine and implement approach to engaging lesser-heard voices in our school district community
 - Spanish-speaking families and students
 - Out of District students and their families
- Examine ways for Board Meeting summary information and Superintendent’s Reports to be more readily accessible to the public

Goal 4: Review current Goal Setting processes district-wide, and provide leadership to the implementation of potential updated processes and development of new district and leadership goals.

Priorities:

- Research goal setting processes with a focus on both organizational/school/department improvement and individual leadership growth.
- Research processes for the collaborative development of district goals by Board of Education and administration.
- Meet with administrative leaders to discuss current goal setting process and examine possibilities for improvement.
- Determine best approach for communication of district and related goals.
- Provide leadership to the development of district and administrative goals, and support to the Board of Education in development of Board goals.
 - Note: goal setting process is anticipated to conclude in summer 2022.

Goal 5: Provide leadership to the development and implementation of the 2022-2023 school district budget, as well as to the selection of and collaboration with the architectural/engineering firm related to the identified priority areas for our facilities.

Priorities:

- Develop understanding of budgetary processes in the district
- Collaboratively develop messaging areas and communications plan for proposed budget, to include balance of new opportunities/programs for students with tax levy impact
- Implement communications plan to ensure opportunities for learning and feedback from individuals and groups throughout the school district community

- Develop understanding of facilities' condition and needs
- Provide leadership to the process of selecting an architectural/engineering firm through RFP
- Engage with selected architectural firm, Board of Education, and administration on work related to identified priorities through the RFP, including scheduling and implementation of Building Condition Survey and planning for all aspects of the proposed work