

## Memorandum

To: Honorable Mayor John Leahy and Members of the Lowell School Committee  
From: Dr. Joel D. Boyd, Superintendent of Schools  
Date: October 1, 2021  
RE: **SY2021-2022 Strategic Goals, Actions and Deliverables**

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Attached, please find a one-page, draft summary of strategic goals, actions and deliverables for the District for the 2021-2022 academic and fiscal year. The recommended goals are aligned with our overarching strategic plan and the actions that are presented within are designed in measurable terms for discussion purposes as we finalize our collective path forward as an organization during this current year and continue on our course toward becoming the best urban school system in the Commonwealth.

Overall, I am recommending that we build on the momentum that we have established and the success that we have achieved by staying consistent with our multi-year strategic plan and focusing on four goal areas for SY2021-2022:

1. Improve academics and student achievement at every school site;
2. Improve operational efficiency across the system;
3. Ensure that every school is safe and welcoming to every student and every family; and
4. Increase community engagement and empower families as partners in the educational process.

To finalize the attached goals and deliverables, the process that was established during the prior year included a first reading with a full presentation and in-depth discussion through the Human Resources and Labor Relations Subcommittee - during which we reviewed the rationale and intended impact of each initiative and action step and discussed opportunities for further refinement. Once vetted by the Subcommittee, the goals were then discussed by the full Committee in open session and approved as part of the annual superintendent evaluation process. If the Committee chooses that same approach this year, I will work to organize a Subcommittee meeting with the designated Subcommittee Chair as soon as it is authorized.

In addition to the strategic initiatives underway in the District and outlined within the deliverables on the attached summary document, I look forward to sharing with the Committee the recommended *Key Performance Indicators* aligned with each goal area which will be presented as a report at the October 6 meeting. The *Key Performance Indicators* are monitored internally as we work through a process of continuous improvement and reviewed publicly with the Committee on a quarterly basis.

As always, thank you for your advice, guidance and support. I look forward to your feedback as we continue our collective work to make good teaching happen for every child in every classroom, every day.