2017-18 District and Superintendent Goal Summary

Goals Summary (2017-18 Approved Goals)
Goals 3, 5, and 9 were goals specific to the superintendent.
Additional data is provided on the monthly superintendent report

1. **Promote a learning environment in which every student has the maximum opportunity to achieve academic excellence.**

   Indicators of Success
   - *Review and assess current intervention model (RtI) for students and ends of continuum of learning to achieve educational equity K-12*
   - *Conduct a curriculum audit of K-12 curriculum and identify actionable steps to address gaps and overlaps*
   - *Study and update K-12 personalizing learning plan with special emphasis on 9-12*

   End of Year Status
   At the end of the school year, we have an RtI handbook which includes forms and procedures for students to enter and exit academic interventions. We also implemented benchmarks and procedures for interventions at WMS and started the same for WHS. We have completed a curriculum audit and have all current curriculum in one location. We have identified gaps and have a plan to being work on these gaps this summer and into next school year. The personalizing learning continues to strengthen at our elementary schools. It was determined teacher training is needed at WMS to fully implement personalizing learning. For 2018-19, we are implementing a Freshman Academy to start a more comprehensive approach to personalizing.

2. **Develop and communicate district plan to maintain and enhance achievement at the highest academic levels and remediate achievement/learning gaps district wide that are evident in numerous assessment/achievement data**

   Indicators of Success
   - *Develop standardized procedures for data uploads and reports to analyze student achievement and behavior data*
   - *Establish and communicate benchmark academic and behavioral data to enhance district achievement*

   End of Year Status
   Academic achievement data was reviewed and areas of concern were recognized. There were various factors identified including inconsistent implementation of curriculum, lack of comprehensive curriculum, insufficient teacher training in assessing student learning and achievement, and lack of awareness of achievement data. Plans to address each of these factors have been made, beginning this summer and the 2018-19 school year. Staffing changes were made at WMS and WHS to also address some of the gaps.

3. **Analyze and recommend opportunities for students to assure career, college, and life readiness.**

   Indicators of Success
   - *Develop a district scorecard based on Redefining Ready format and research on readiness factors*
   - *Develop a comprehensive CTE program plan and options for students*

   End of Year Status
   The board has been involved in developing a dashboard for readiness factors and in the next month a copy should be available as the baseline. The CTE coordinator position planned for 2017-18 was not implemented as planned due to several unforeseen events. The CTE coordinator was to have planned and collaborate with teachers in the Maker's Lab; however, he ended up teaching the courses all year. This made him unavailable to address other needs such as community partnerships. He spent much time physical transforming the space into a Maker's Lab. The experiences for students was highly engaging and enrollments for next year have increased. The CTE coordinator also met with various partners to develop a vision for the Maker's Lab. Next year, the CTE coordinator will serve as the primary career counselor at WHS while providing support for the 6-12 TEE curriculum and maker's lab courses at WMS.

4. **Continue to foster transparency in District communications using all available media technologies.**

   Indicators of Success
   - *Implement district website redesign*
   - *Redesign and distribute The Whitnall Window, the district's newsletter to be mailed to residents*
   - *Develop a platform that allows educators and administrators to better promote the accomplishments taking place in classrooms, buildings and the community*

   End of Year Status
   The district website redesign was completed. While there is still work to be done, the major transformation was done as planned. There was a redesign of *The Whitnall Window* and has a consistent, more professional appearance. The publication is now published four times a school year. We have not yet determined a consistent platform to promote accomplishments but do solicit staff to be sure they are recognized. We also remind our building administrators to share with the communications coordinator upcoming events so they are covered through our communication venues.

5. **Develop and implement communications plan for referendum process using research-based tactics designed to simplify the referendum proposal.**

   Indicators of Success
   - *Build partnerships with key groups and stakeholders*
   - *Identify community attitudes towards referendum request(s) and target communications efforts with focused key messages to stakeholders using a wide range of available media outlets.*

   End of Year Status
   Partnerships built with key groups and stakeholders were done through individual meetings, group meetings, and being available as much as possible. The survey data allowed the message to be consistent and focused on the data rather than emotion. We were able to use multiple communication venues such as social media, TV, media, print, and public meetings. Not sure if it was entirely the communications plan that made the referendum pass, but it was a key element.

6. **Develop financial plan and model beyond annual budget.**

   Indicators of Success
   - *Prioritize needs from facilities study to update annual budget, ten-year plan, and potential referendum projects*
   - *Need for analysis of health insurance trend data, utilization, and plan implications*

   End of Year Status
   The completed facilities study was used to select projects for the referendum and to prioritize needs for 2017-18 and 2018-19. With the passage of the referendum, it allows a budget to be created for facilities needs for a few years. We spent time reviewing data from our health insurance carrier and insurance consultant to develop a trending model for our health insurance. Next year, we can continue to build the model with quarterly data to determine if a plan change is needed.

7. **Integrate and align operational, business, technology, and academic systems to support the needs of all stakeholders.**

   Indicators of Success
   - *Implement expense reimbursement through Skyward*
   - *Develop and implement access to employee records (contracts, etc.) through Skyward*
   - *Develop procedures for integrating applications such as Skyward, Infinite Campus, and EduClimber to avoid duplication of data entry*
   - *Conduct survey and review online registration process for 2017-18 to adjust any procedures for 2018-19 process*
   - *Update all job descriptions and post on employee intranet*
   - *Develop support staff evaluation and micro-credential model*

   End of Year Status
   Employee records are now available through Skyward online and employees no longer have to only visit the district office for certain information. Data has been integrated between applications for employee timeoff and student data. In addition to using online registration for 2017-18, we have also implemented for 2018 summer school and have opened up online registration for the 2018-19 school year on June 1. Job descriptions have been created and available on the employee intranet via Google Drive. We are in the process of finalizing the support staff evaluation and micro-credential model.

8. **Establish the Whitnall School District as an employer of choice for highly qualified and creative people who reflect and value the District's vision.**

Indicators of Success
- *Assess the district's practices for identification, recruitment, and retention (Talent Management Framework) specific to highly qualified, diverse staff*
- *Build the Talent Management Framework procedures and protocols and timeline for completion*
- *Provide and communicate organizational chart to all stakeholders and roles and responsibility charts to internal stakeholders*

End of Year Status

Blending legacy practices with the micro-credential model will continue to be a journey as the two systems merge. New hires are more comfortable and familiar with the micro-credential model and professional learning expectations. Job descriptions will assist in developing the talent management frame work expectations. The organizational chart has been updated and is located on the new website in addition to an employee directory.

9. **Ensure a school environment for staff, teachers, students and families that is welcoming and buildings that are inviting, accessible, safe and secure.**

Indicators of Success
- *Study options for a system to track district climate and recommend an option and baseline data by end of school year*
- *Create a culture that encourages risk-taking, creative thinking and advancing the vision of the district through development of a strong district leadership team*

End of Year Status

There was time dedicated this year to learn about culture and expectations. An employee survey was given and shared with employees about current culture and preferred culture. There were challenging conversations but a baseline of expectations and the vision of the district were made clear to employees. The district leadership team worked together on developing the communication and messages to employees regarding culture.

With significant changes to the district leadership team, hiring last spring and summer was critical in hiring employees who fit the preferred culture and vision of the district. While there was significant time spent in working with new employees on the district leadership team, I am extremely confident that the hires were the right fit and will advance the district in each of their areas of leadership. Truly a bright spot in the school year.