



Superintendent Proposed Goals and Monitoring Reports

August 9, 2022

Learn Today, Lead Tomorrow

Agenda

- Review and Reflect on Superintendent Entry Plan
- Superintendent Contract
- Proposed 2022-2023 Goals
- Mapping to BOE Ends and Strategic Plan Themes
- Proposed Monitoring Reports

Entry Plan Priorities

Outreach and
Listening

Bridging the
Community
Divide

Establishing
Climate and
Culture

Preparing for a
Potential
Bond/MLO
Initiative

Developing
Future Priorities

Outreach and Listening

Objectives

- MET: Build relationships in the system
- MET: Understand current state through thoughtful listening
- MET: Collect feedback on future priorities

Actions and Timeline

- ✓ One-on-One Meetings with Cabinet
- ✓ One-on-One Meetings with every Department Director (44)
- ✓ One-on-One Meetings with every District School/Program Leader (73)
- ✓ Feeder Visits and Staff Meet and Greets (*45 schools and over 2,000 staff members*)
- ✓ District Department Visits
- ✓ Alternative Education and Programs Visits
- ✓ Meet with Charter Leaders

Bridging the Community Divide

Objectives

- MET: Understand multiple perspectives through thoughtful listening
- MET: Identify key issues and pain points for all stakeholders
- ONGOING: Build trust

Actions and Timeline

- ✓ Meetings with engaged community members
- ✓ Meetings with board and superintendent committees
- ✓ Meetings with key stakeholder groups
- ✓ Community meet and greets (*4 town-hall style forums*)

Establishing Culture and Climate

Objectives

- ONGOING: Develop a strong working relationship with the Board of Education
- MET: Establish common climate and culture norms

Actions and Timeline

- ✓ One-on-one meetings with Board of Education directors
- ✓ Board of Education Retreat
- ✓ Honest and transparent communication with the BOE (*Weekly Updates*)
- ✓ Develop common norms
- ✓ Communicate norms to district leadership (*DLT, Summer Summit, New Leaders*)
- ✓ Communicate norms throughout the system (*New Teachers, and First Day of School*)

Preparing for a Potential Bond/Mill Levy Override Initiative

Objectives

- ONGOING: Educate the community regarding funding and needs
- MET: Provide full support to the MBEC and the BOE as options are evaluated
- ONGOING: Build trust in the wider community

Actions and Timeline

- ✓ Develop an education presentation
- ✓ Develop a comprehensive outreach plan
- ✓ Train key leadership on the education presentation
- ✓ Execute the Outreach Plan and collect feedback
- ✓ Execute polling
- ✓ Develop a recommendation to the BOE in partnership with MBEC

Developing Future Priorities

Objectives

- MET/ONGOING: Hire key cabinet and director positions
- MET: Assess current state in all areas including literacy, special education, social emotional learning, professional development, finance, parent engagement, and compensation.
- IN PROGRESS: Deliver a detailed plan to respond to the Board of Education Resolution Concerning DCSD's Culture of Individual Excellence and Inclusion
- MET: Make recommendations to the Board of Education during the BOE Retreat

Actions and Timeline

- ✓ Execute the Outreach Plan and document key issues
- ✓ Work with cabinet to understand current state and future plans in key areas
- ✓ Go through all department and district-wide budgets in preparation for the budget resolution
 - Develop and present a detailed plan to address the BOE resolution (in progress)
- ✓ Determine central administration organization and structure moving forward
- ✓ Post and hire key positions

Proposed Superintendent Goals

Superintendent Contract: Relevant Sections

5. Goals and Objectives

Unless otherwise agreed in writing by the parties herein, on or prior to each 31st day of October within the term of this Contract, the Board and the Superintendent shall meet to establish and agree upon reasonable goals and objectives to be in effect for the succeeding school year for the Superintendent. Said goals and objectives shall be reduced to writing and be among the criteria by which the Superintendent is evaluated as herein provided.

6. Evaluation

6.1 The Board shall evaluate and assess in writing the performance of Superintendent at least once during the term of this Contract during each school year in which this Contract continues. This evaluation and assessment shall be based upon Superintendent's job description, and upon any goals and objectives with performance standards as agreed by the Board and Superintendent. At a minimum, this evaluation shall include a meeting between Superintendent and the Board in October of each year of this Contract to conduct the formative part of the evaluation and a meeting in March to conduct the summative evaluation.

Proposed 2022-2023 Superintendent Goals

GOAL 1:
Academic Achievement
and Growth

GOAL 2:
Climate and Culture

GOAL 3:
MLO/Bond Groundwork
and Execution

GOAL 4:
Equity Resolution
Response and
Recommendations

GOAL 1: Academic Achievement and Growth

Objective: Improve academic growth and achievement for students over time.

- Establish system-wide priorities to promote student success.
- Reinforce System-wide priorities throughout the school year.
- Align system supports and resources with the priorities.
- Actively monitor the implementation and results of core reading programs.
- Refine and expand pathway opportunities for students.

GOAL 2: Culture and Climate

Objective: Create and foster a work environment that will increase employee satisfaction and reduce turnover*.

- Introduce system-wide culture and climate norms.
- Consistently promote organization-wide practices around climate and culture norms through expectations for leadership and personal conduct.
- Follow board policy regarding the chain of communication for staff, parent, and community grievances.
- Offer open forums to employees and be willing to listen to and compile updated feedback.
- Demonstrate transparent communication. Communicate honestly and regularly with staff, parents and community. Clearly communicate challenges and how they are being addressed.
- Continue to work to improve organization turnover.*

**Understanding that turnover due to lack of competitive pay may not be in the superintendent's control.*

GOAL 3: Bond/MLO Groundwork and Execution

Objective: Lay the groundwork for a successful bond and mill levy override in November 2022 or November 2023.

- Develop messaging around our district's funding challenges and needs.
- Develop and execute a comprehensive funding communication and outreach plan.
- Continue to educate school, district, business, political, and community leaders on Douglas County School District's funding and the impacts on our system and community.
- Create a transparent and clear spending plan for a potential bond and mill levy override.
- Create financial plans for scenarios where funding passes as well as where funding does not pass.
- Should funding pass in 2022, transparently execute the use of the funding per the plan.

GOAL 4: Equity Resolution Response & Recommendations

Objective: Respond to the January 2022 Resolution.

- Continue the work of providing every student in our system the educational foundation that allows each student to reach his or her individual potential.
- Continue the work of ensuring that all of our students feel valued and that they belong.
- Present a planned approach to the Board of Education.
- Engage with stakeholders on policy interpretation.
- Create a Superintendent's regulation (if applicable) for the policy based on the feedback.
- Present recommendations to the Board of Education.

Mapping Goals to BOE Ends and Strategic Plan Themes

GOAL	BOE Ends	Strategic Plan Theme
GOAL 1: Establish System Priorities to Move Academic Achievement and Growth	End #1: Academic Excellence	Strategic Theme #4: Aligned curriculum with flexible instructional delivery Strategic Theme #2: Post-graduation guidance and preparation
GOAL 2: Climate and Culture	End #3: Safe, Positive, Climate and Culture End #2: Outstanding Educators and Staff End #4: Collaborative Parent, Family, and Community Relations	Strategic Theme #3: Positive and supportive culture Strategic Theme #6: Recruitment, retention, and development of high-quality employees
GOAL 3: Bond/MLO Groundwork and Execution	End #2: Outstanding Educators and Staff End #3: Safe, Positive, Climate and Culture End #5: Financial Well-Being	Strategic Theme #6: Recruitment, retention, and development of high-quality employees Strategic Theme #1: Health, safety, and social-emotional supports for students
GOAL 4: Equity Resolution Response and Recommendations	End #1: Academic Excellence End #3: Safe, Positive, Climate and Culture End #4: Collaborative Parent, Family, and Community Relations	Strategic Theme #1: Health, safety, and social-emotional supports for students Strategic Theme #3: Positive and supportive culture Strategic Theme #5: Equitable Distribution of Resources

Proposed Superintendent Monitoring Reports

Proposed Monitoring Report Schedule

End Statement	Board Meeting
I. Academic Excellence	January (2 nd Meeting)
II. Outstanding Educators and Staff	March (2 nd Meeting)
III. Safe, Positive Culture and Climate	May (2 nd Meeting)
IV. Collaborative Parent, Family and Community Relations	April (2 nd Meeting)
V. Financial Well-Being	February (2 nd Meeting)

Academic Excellence

Monitoring Report Indicators

#1 Monitoring Report: Academic Excellence

- Indicator 1 - District Accreditation Rating
- Indicator 2 - District Academic Achievement
- Indicator 3 - District Academic Growth
- Indicator 4 - District Postsecondary & Workforce Readiness
- Indicator 5 - District Disaggregated Growth
- Indicator 6 - District Graduation Rate.
- Indicator 7 - District Award Winning Schools.
- Indicator 8 - Concurrent Enrollment Cost Savings
- Indicator 9 - Postsecondary Enrollment

Financial Well-Being Monitoring Report Indicators

#2 Monitoring Report - Financial Well-Being

- Indicator 1 - Financial Transparency
- Indicator 2 - Adopted Budget
- Indicator 3 - Consistent communication with Board
- Indicator 4 - Financial Audits
- Indicator 5 - Investment monitoring
- Indicator 6 - Mill and Bond Oversight
- Indicator 7 - Master Capital Plan

Collaborative Parent, Family, and Community Relations Monitoring Report Indicators

#3 Monitoring Report - Collaborative Parent, Family, and Community Relations

- Indicator 1 - Community Engagements
- Indicator 2 - Engaged School Accountability Committees
- Indicator 3 - Engagement with Economic Development Groups, Governmental Groups, and Industry Partners
- Indicator 4 - Engagement with state-wide advocacy organizations and elected officials.
- Indicator 5 - Student Community Service Hours
- Indicator 6 - Establishment of and Engagement with Superintendent Committees (e.g. Equity Advisory Council, Curriculum Committee, etc.)

Outstanding Educators and Staff Monitoring Report Indicators

#4 Monitoring Report - Outstanding Educators and Staff

- Indicator 1 - Teaching and Learning Conditions Colorado Survey - Overall Reflection
- Indicator 2 - Teaching and Learning Conditions Colorado Survey - Comparative
- Indicator 3 - Educator Evaluation Assurances
- Indicator 4 - Licensed Staff Turnover
- Indicator 5 - Overall Staff Turnover
- Indicator 6 - Principal Climate and Culture Survey

Safe, Positive Climate and Culture Monitoring Report Indicators

#5 Monitoring Report - Safe, Positive Climate and Culture (2022)

- Indicator 1 - Teaching and Learning Conditions Colorado - Managing Student Conduct
- Indicator 2 - Healthy Kids Colorado Survey - Health Topic - School
- Indicator 3 - Safety and Security Training
- Indicator 4 - Mental Health Training
- Indicator 5 - Safety and Security Continuous Improvement

A large group of graduates in blue and white gowns are seen from behind, throwing their blue mortarboard caps into the air. The caps are scattered across a clear blue sky. The scene is bright and celebratory, with a green gradient at the bottom of the image.

Questions?

Learn Today, Lead Tomorrow