



Superintendent Proposed Goals and Monitoring Reports

September 26, 2023

UPDATED with BOE Feedback

Learn Today, Lead Tomorrow

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 2023-2024 Superintendent Goals

GOAL 1:
Academic Achievement
and Growth

GOAL 2:
Climate and Culture

GOAL 3:
MLO/Bond Groundwork
and Execution

GOAL 4:
ADB-R: Access to
Opportunities for all
Students

GOAL 1: Academic Achievement and Growth

Objective: Improve academic growth and achievement for students over time and move Douglas County School District to Accredited with Distinction status.

- Establish 2023-2024 system-wide priorities to promote student success.
- Reinforce system-wide priorities throughout the school year.
- Align system supports and resources with the priorities.
- Focus on supporting interventions, through resources and training, for core reading programs.
- Focus on the use of core program assessments to improve student learning.
- Focus on improvements in writing integration with core reading.
- Refine and expand pathway opportunities for students.
- Engage in statewide work around accountability, seeking local system input.

GOAL 2: Culture and Climate

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

- Consistently promote organization-wide practices around climate and culture norms through expectations for leadership and personal conduct.
- Create district-wide staff, student, and parent surveys to collect baseline data by the end of the school year.
- 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.
- Continue to explore creative employee retention strategies.
- Continue to pursue creative solutions to recruit and grow our own licensed staff
- Demonstrate transparent communication. Communicate honestly and regularly with staff, parents and community. Clearly communicate challenges and how they are being addressed.
- Explore opportunities to reduce administrative burdens on teachers and staff.
- 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 2023 and execute on the bond/MLO plan in the event of a successful election.

- Continue to deliver and refine messaging around our district's funding challenges and needs.
- Execute the 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 bond/MLO plan.
- Should funding pass in 2023, transparently execute the use of the funding per the plan.
- Should funding not pass, create a comprehensive financial plan for moving the district forward.
- Continue community engagement on **Growth and Decline**.

GOAL 4: ADB-R: Access to Opportunities for all Students

Objective: Evaluate current state and develop an action plan to increase access to opportunities for ALL students.

- Engage the Equity Advisory Council to evaluate our current state.
- Increase knowledge and development around IMTSS.
- Increase awareness with students and families of opportunities.
- Incorporate data into Monitoring Reports.
- Begin assessment regarding the impact of weighting honors courses.
- Begin assessment regarding financial literacy access in high school.
- Develop implementation and training regarding recent policy changes in prevention of bullying.
- Begin assessing the **impact of technology, social media, and AI** on our students, mental health, and classroom engagement.
- Proactively address substance abuse.

Mapping Goals to BOE Ends and Strategic Plan Themes

GOAL	BOE Ends
GOAL 1: Establish System Priorities to Move Academic Achievement and Growth	End #1: Academic Excellence
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
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
GOAL 4: Access to Opportunities for All Students	End #1: Academic Excellence End #3: Safe, Positive, Climate and Culture End #4: Collaborative Parent, Family, and Community Relations

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 Evidence (Examples)

#1 Monitoring Report: Academic Excellence

Policy End: (I-A)

- Concurrent Enrollment Cost Savings
- Postsecondary Enrollment and Participation
- Access to DCSD Programming (Disaggregated)
- Involvement in extracurricular activities (HKCS and participation data)

Policy End: (I-B)

- Priority Learning Outcomes
- Core Reading Programs
- Math Programs
- Interim Assessments

Academic Excellence

Monitoring Report Indicators

#1 Monitoring Report: Academic Excellence

Policy End: (I-C)

- District Accreditation Rating
- District Academic Achievement
- District Academic Growth
- District Postsecondary & Workforce Readiness
- District Disaggregated Growth
- District Graduation Rate.
- District Award Winning Schools.

Policy End: (I-D)

- DCSD Pathways enrollment
- Postsecondary Enrollment
- Matriculation Rates
- Concurrent Enrollment
- CTE programming

Academic Excellence

Monitoring Report Indicators

#1 Monitoring Report: Academic Excellence

Policy End: (I-E)

- Graduation Rates
- Disaggregated Graduation Rates
- Dropout Rates
- GED Rates
- Disaggregated Dropout Rates
- Matriculation Rates
- CTE programming

Financial Well-Being Monitoring Report Indicators

#2 Monitoring Report - Financial Well-Being

Policy End: (V-A)

- Adopted Budget
 - FY 2022-2023 - Final Revised Budget
 - FY 2022-2023 - Adopted Executive Summary
 - FY 2021-2022 Revised Use of Beginning Fund Balance Resolution.pdf
- DCSD Financial Transparency page
- Detailed Expenditures

Policy End: (V-B)

- Fiscal Oversight Committee (FOC)
- DCSD Quarterly Financial Statements
- Board of Education Presentations
- [Site Based Budgets](#)
- DCSD Financial Transparency page
- Detailed Expenditures

Financial Well-Being Monitoring Report Indicators

#2 Monitoring Report - Financial Well-Being

Policy End: (V-C)

- District Financial Audit
 - FY 2022 CDE Audit Accreditation Report.pdf
 - Fiscal Health Calcs 21-22.pdf
 - FY2022 audit_FOC Memo to the Board.pdf
 - 2022 Annual Comprehensive Financial Report Draft.pdf
- Fiscal Oversight Committee (FOC)
- Investment Monitoring

Policy End: (V-D)

- District Financial Audit
 - FY 2022 CDE Audit Accreditation Report.pdf
 - Fiscal Health Calcs 21-22.pdf
 - FY2022 audit_FOC Memo to the Board.pdf
 - 2022 Annual Comprehensive Financial Report Draft.pdf
- Investment Monitoring
- Master Capital Plan
- Mill and Bond Oversight

Outstanding Educators and Staff Monitoring Report Indicators

#4 Monitoring Report - Outstanding Educators and Staff

Policy End: (II-A)

- Teacher Induction
- New Leader Induction
- Classified Mentor Program
- Student Teacher Mentor Program
- Leadership Institute
- [Recruitment](#)
- Appreciation
- Retention Strategies
- Grow Our Own Initiatives
- District Supports (TLCC)
- Teaching and Learning Conditions Colorado Survey - Overall Reflection
- [Retention rates](#)
- [Hiring data](#)

Policy End: (II-B)

- Educator Evaluation Assurances
- CITE and LEAD Focus Groups
- Advisory Personnel Performance Evaluation Council (DAC)

Outstanding Educators and Staff Monitoring Report Indicators

#4 Monitoring Report - Outstanding Educators and Staff

Policy End: (II-C)

- Teaching & Learning Conditions Colorado
- Aligned Professional Development
- Calendar (Professional Development Days)
- School-level Coaching and Support

Policy End: (II-D)

- DCSD Communications
- Feedback
- Listening/Two-Way Communication

Policy End: (II-E)

- Appreciation
- Feedback
- Climate and Culture

Collaborative Parent, Family, and Community Relations Monitoring Report Indicators

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

Policy End: (IV-A)

- Revised A Parent's Guide
- [School Accountability Committees \(SAC\) Training and Support](#)
- DCSD Engagement
- School Communications Support
- 8th Grade Career Expo
- [DCSD Postsecondary Readiness Programming](#)
- DCSD Family, School & Community Partnerships Collaborative

Policy End: (IV-B)

- [Student Community Service Hours](#)
- [Career and Technical Education \(CTE\) Programs](#)
- [Concurrent Enrollment](#)
- Work-Based Learning (WBL)
- Veterans Day Celebrations
- Wish Week
- [Community Engagement](#)
- [Engaged School Accountability Committees](#)
- [Engagement with Economic Development Groups, Governmental Groups, and Industry Partners](#)
- [Engagement with statewide advocacy organizations and elected officials.](#)
- [Establishment of and Engagement with Superintendent Committees \(e.g. Equity Advisory Council, Employee Council, etc.\)](#)

Collaborative Parent, Family, and Community Relations Monitoring Report Indicators

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

Policy End: (IV-C)

- School Communication and Engagement Support
- Career Pathways EXPO 2023
- 8th Grade Career Expo
- Director of Parent, Community and Civic Engagement
- Wish Week
- One Book, One District (OBOD)

Policy End: (IV-D)

- DCSD Communications
- Feedback
- Listening/Two-Way Communication

Safe, Positive Climate and Culture Monitoring Report Indicators

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

Policy End: (III-A)

- Superintendent Climate and Culture Norms
- DCSD Employee Guide
- Building Foundations: Trust & Norms with DLT

Policy End: (III-B)

- Safety and Security Updates
- School Resource Officer Training
- Threat Assessment Training and Resources For Administrative Teams
- Regularly Scheduled Meetings
- School-Based Prevention Programs
- Safety and Security Committee
- Mandatory Training
- Ongoing Leader Support and Training
- Partnerships with Local Law Enforcement
- Standard Response Protocol (SRP) Magnets and Parent's Guide to Crisis Communications
- Emergency and Reunification Process Exercise
- [Teaching and Learning Conditions Colorado Survey](#)
- [Healthy Kids Colorado Survey](#)
- [Involvement in extracurricular activities \(HKCS and participation data\)](#)
- Student Attendance

Safe, Positive Climate and Culture Monitoring Report Indicators

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

Policy End: (III-C)

- DCSD Employee Guide
- Student Code of Conduct - 2022 - 2023
- Schools' Student Handbooks
- Administrator Attendance and Discipline Training
- Family Acknowledgement of Student Code of Conduct
- Prevention of Bullying Policy Revisions
- Student Discipline Matrix Review
- [Bullying \(self-reported incidents, discipline, Safe2Tell dispositions\)](#)
- [Discipline Data](#)

Policy End: (III-D)

- DCSD Communications
- Feedback
- Listening/Two-Way Communication

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.

Questions?

Learn Today, Lead Tomorrow