

*Durham Public Schools
Discover. Pursue. Succeed.
Superintendent's Goals*



September 19, 2006

SUPERINTENDENT'S GOALS

- Increase student achievement
- Ensure effective district governance through positive Board-Superintendent relations
- Improve public trust and confidence through open, honest communication and positive relationships
- Increase organization effectiveness and efficiency
- Establish a supportive, positive district climate and culture
- Improve instructional leadership and professional development

GOALS, OBJECTIVES & ACTIVITIES

VISION: Durham Public Schools will ensure that all students achieve at highest potential regardless of race, gender, or socio-economic status. Each student will make continuous progress and be at or above grade level.

Goal 1	Increase Student Achievement
---------------	-------------------------------------

Objective 1.1 Align curriculum, instruction, and assessment to local, state, and federal standards to improve achievement of all students.

Objective 1.2 Analyze patterns in student achievement data in order to determine an appropriate course of action for teaching and learning.

Activities

- a. Develop processes to ensure consistent quality in the implementation of the comprehensive instructional delivery model.
- b. Review school readiness and identify ways to strengthen.
- c. Develop and implement a plan to increase high school completion rates.
- d. Continue to develop varied types of assessments aligned to local, state, and federal standards.
- e. Design comprehensive instructional models in the core and non-core areas, i.e., curriculum alignment, assessments, professional development, resources, instructional strategies, and technology.
- f. Develop and implement a plan to increase literacy achievement in middle and high schools.
- g. Refine accountability system to continuously support data-driven decision making.
- h. Conduct gap analysis to determine alignment of curriculum, instruction, and assessment to state, local, and federal standards.
- i. Work with the principals to understand how the formative assessments are aligned to local, state, and federal standards.
- j. Review student data for all student populations and identify teachers who have demonstrated consistent success in teaching low-performing students.

- k. Develop tools for measuring impact of program on student achievement.
- l. Pilot tools/measures for tracking student participation in academic programs.
- m. Review student-performance data based on participation in technology-based programs.

Objective 1.3 Raise academic expectations for all students.

Activities

- a. Develop a plan to identify, nurture, and challenge students who exhibit academic and intellectual gifted potential.
- b. Develop a plan to increase enrollment, particularly among least identified groups of students in Honors Courses, Advanced Placement (AP) courses and tests, and International Baccalaureate Program (IB).
- c. Develop a plan to increase opportunities for identified advanced academic learners to participate in dual credit and dual enrollment, internships, and community research projects.
- d. Develop a plan to ensure that students are provided the necessary support to achieve success in higher-level courses.
- e. Develop a plan to support students in preparing for the SAT/ACT.
- f. Review RIO and assessments for high expectations and content alignment to standards.
- g. Help schools develop and implement programs and strategies for involving parents and the community in helping students achieve.
- h. Review, refine, and implement attendance procedures.
- i. Develop differentiated means of delivering professional development to teachers.
- j. Continue Middle/High School reform meetings to support academic rigor and increase graduation rates.
- k. Assess instructional modifications for students who are English Language Learners and students with disabilities.

Objective 1.4 Monitor and assess instructional support and intervention strategies.

Activities

- a. Assess all technology-based instructional equipment, software, and programs.
- b. Create a plan for equitable access to programs and resources at the school level.

Objective 1.5 Engage parents as primary supporters for their child’s academic achievement.

Activities

- a. Develop a plan to increase parent participation in their child’s education.
- b. Develop tools/workshops/additional specific strategies for helping parents support their children in meeting higher standards.
- c. Assist schools in developing, implementing, and monitoring effective strategies for involving parents in ensuring students’ progress.
- d. Support Site-Based Decision Making Committees in providing collaborative leadership for schools and programs.
- e. Foster the capacity of PTAs to provide collaborative school-level support in helping all students meet high standards.

Objective 1.6 Promote activities that foster wellness, character development, social and emotional well-being.

Activities

- a. Develop a plan to implement and measure the effectiveness of the district wellness policy.
- b. Design a plan to support using a System of Care approach with Child and Family teams.
- c. Implement the School Health Advisory Council Model (SHAC).

Goal 2	Ensure effective district governance through positive Board-Superintendent relations
---------------	---

Objective 2.1 Establish the Board and Superintendent as a cohesive leadership team with a student-centered agenda and build a positive working relationship with Board members as individuals and as a team.

Objective 2.2 Facilitate activities that foster effective working relationships among individual Board members and the Board as a whole.

Objective 2.3 Facilitate board governance leadership training.

Activities

- a. Schedule meeting with Board Chair and Vice Chair to discuss a framework, format, and agenda for a Board retreat.
- b. Secure a facilitator, schedule and conduct retreat.
- c. Establish clear understandings of roles, responsibilities, expectations, and systems for mutual accountability.
- d. Establish regular meeting time with the Board Chair and Vice Chair for reviewing Board agendas.
- e. Establish effective communication systems with the Board.
- f. Schedule board governance leadership training.

<p>Goals 3 Improve public trust and confidence through open, honest communication and positive relationships</p>
--

Objective 3.1 Increase personal knowledge and understanding of the Durham community's culture, traditions, and history.

Objective 3.2 Validate the community and faith-based organizations as viable and valuable partners to public education.

Objective 3.3 Establish positive working relationships with key leadership and members of the business, service, and support agencies in the community to support the education of all students.

Objective 3.4 Increase opportunities to promote the district's image within the community.

Objective 3.5 Ensure ongoing, clear, consistent communication with all stakeholders.

Objective 3.6 Establish a positive working relationship with the media.

Objective 3.7 Facilitate understanding and ownership of the district's vision as an organization dedicated to providing the best possible education for all children.

Activities

- a. Collaborate with community leaders, i.e., foundation leaders, law enforcement, faith-based organizations, and higher education.
- b. Assess existing forms of communication to various stakeholders.
 - Board
 - Business Leaders
 - Community Leaders/Partners
 - Parents
 - Policy Makers
 - Teachers

- c. Communicate to various stakeholders the district’s vision, goals, standards, and commitment to progress.
- d. Strengthen relationships with local media representatives: newspaper reporters, editors, TV reporters or anchors, radio, etc.

Goal 4 Increase organizational effectiveness, efficiency, and accountability
--

Objective 4.1 Assess, “where we are, where we need to be” in terms of each major division within the organization to ensure a student-focused school district.

Activities

- a. Review all critical documents: organizational charts, employee handbooks, policy procedural manuals, strategic plans, and student-achievement data reports.
- b. Conduct organizational analysis:
 - What do we need to start, stop, and continue doing?
 - How can each be supportive?
 - What support do we need to be successful?
- c. Meet with district senior-level administrators and principals to assess district and school capacity for effectiveness, efficiency, and accountability of services:
 - Administrative Services
 - Instructional Services
 - Public Affairs
 - Support Services

Objective 4.2 Realign and consolidate similar functions and positions in order to maximize service and support for schools.

Activities

- a. Review, assess, and reorganize the central organizational structure to enhance workflow, and redirect, where appropriate, service delivery to the school site.
- b. Research and develop organizational models that enhance effectiveness and maximize support for schools.
- c. Review funding streams supporting each area of district operations and redirect as appropriate to the school level.
- d. Establish accountability measures and determine data to be collected, reviewed, and analyzed quarterly.
- e. Incorporate 21st Century technology throughout the organization.

Goal 5 Establish a supportive, positive district climate and culture
--

Objective 5.1 Establish positive relationships with district leadership and school level staff to validate each as important to the district's success.

Activities

- a. Identify central administrators to assist with philosophical and organizational transitions within the district.
- b. Walk through the Central Services Offices by department/division and meet each individual.
- c. Establish regularly scheduled meetings with executive leadership team, associate superintendents, principals, and teachers.
- d. Visit schools on a regular basis.

Objective 5.2 Communicate with parents and encourage positive partnerships on behalf of students.

Activities

- a. Establish a format and regular forums for ongoing communication.
- b. Help all schools develop effective strategies for including parents and volunteers.

Objective 5.3 Establish and maintain connections with the political leadership in the city, county, and state in order to establish clear lines of communication, advocacy, and support for the district's students.

Activities

- a. Meet with locally elected leaders.
- b. Establish regular meetings with the Mayor & County Commission Chairperson.
- c. Maintain regular communication with the State Superintendent.
- d. Meet with the district's legislative delegation.
- e. Meet with district's Congressional representatives and senators.

Objective 5.4 Continue to promote efforts that ensure safe and orderly schools.

Activities

- a. Collaborate with community stakeholders to foster support for safe and orderly schools.
- b. Evaluate and refocus the Positive Behavior Support program in all schools.
- c. Provide school safety training and support for parents, teachers, and other school staff members.
- d. Establish strategies to address issues related to school safety, security, and climate for all schools.
- e. Review discipline and suspension data to identify strengths and needs.

Goal 6 Improve instructional leadership and professional development
--

Objective 6.1 Increase opportunities for high quality professional development for teachers.

Objective 6.2 Support leadership opportunities for teachers and administrators.

Activities

- a. Review, assess, and define standards for professional development.
- b. Review and align professional development to create a comprehensive and systematic plan aligned to the district vision.
- c. Differentiate professional development based on data, needs, and district vision.
- d. Develop rubrics and processes to evaluate professional development activities.
- e. Improve understanding of the Walk-through Instructional Model at the school level to increase administrator visibility, examine student work, talk with teachers about curriculum, and discuss how instructional decisions relate to the standards.
- f. Develop professional learning communities to promote teacher leadership.
- g. Develop and implement a new Principal and Assistant Principal Leadership Development Program.
- h. Develop plan to support the New Teacher Mentor Program.
- i. Assess the recruitment, support, and retention of highly qualified teachers.