



Year One Goals

2017-2018

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DRAFT

NKSD Mission: The North Kitsap School District, in partnership with the community, will provide an academically challenging educational program to meet the diverse needs of all students in a safe, nurturing environment and empower them to be competent, creative, compassionate and contributing citizens.

Strategic Directions

Success for All Students

We will empower our students to become competent, creative, compassionate and contributing citizens.

Goals

- Deliver instruction aligned to standards
- Use instructional strategies to maximize student engagement and learning
- Build and maintain a talented and effective workforce
- Create safe and nurturing learning environments
- Provide a variety of opportunities to meet the diverse needs of all students



Stakeholder Support and Satisfaction

Student learning experiences will be supported and enriched by fostering effective communication and purposeful stakeholder engagement.

Goals

- Optimize communication strategies which enhance transparency
- Continuous district improvement based on stakeholder input
- Increase stakeholder engagement



Effective & Efficient Operations

Support student success through strong fiscal management, facilities planning and effective systems.

Goals

- Responsible allocation and expenditure of funds to meet district goals
- Responsible stewardship of district assets
- Clear and effective management systems



Top Priorities

The North Kitsap School Board has identified two top priorities for North Kitsap School District.

The School Board's top priority is to have 100% of third graders reading on grade level by 2020.

By 2020, the NKSD Graduation rate will be in the top 5% of the state.



Introduction and Context

As we all know, there is outstanding work happening day in and day out in the North Kitsap School District. In 2014, NKSD identified strategic directions and strategic priorities with an eye towards attaining these goals by 2020. We are now at the halfway point of the timeline for this work. As Superintendent, the work is not to start over or re-do the vision and strategic planning work - the work is to move this work forward and maintain a clear focus on the identified strategic directions and priorities. Related to this is the need to renew our focus on cultivating the relationships and systems that will allow the school district to achieve and exceed the stated strategic outcomes and priorities by 2020. As you read my proposed goals, you will see a clear connection between the strategic directions and priorities with my proposed outline of work for Year One.

My identified goals are derived directly from what I heard during my opening meetings with district leadership, faculty, staff, and community members. To date I have met with over 150 people individually and over 400 people via group sessions or other meetings. I am continuing to meet with individuals both in the system and in the community, which will continue to inform my work this year (and beyond). The goals below speak directly to the top emerging themes to date regarding celebrations and concerns in North Kitsap School District.

All of this information and context is provided to demonstrate the connection between what the district was seeking in their superintendent, what I promised I would do, how I proposed to do what I would do, what I have heard to date, and what I am actually going to do.

Goals for Year One - Structure of Goals and Indicators

Goals can be both aspirational and attainable. My hope is that these goals will inspire our organization to stretch itself to best serve our learners. At the same time, goals must be pragmatic and measurable. In order to balance the need for goals to be aspirational and measurable, it is important to draw out and make public the roadmap that will drive progress towards the stated goals. As such, I have provided metrics and action items for each goal.

Metrics are the measures that will indicate that the goal has been attained. These are observable, documentable, or otherwise clearly identified indicators of progress.

Action Items are the specific steps that will be taken this year towards attaining the goal. Some of these have already been done, but are included so as to demonstrate the full scope of work from the time I started meeting with NKSD community members in the spring through the close of my first year.

I want to state upfront that I realize these goals are ambitious and that they will take an enormous amount of commitment from myself and from those in the organization. I strive to do my very best in my work, and I believe that like me, the NKSD team is "all in" when it comes to student learning and achievement. As such, I believe that these goals/ideals, even if they are audacious and ambitious, are worthwhile, and I will work to the best of my ability to attain them.

Goal 1: Establish and promote a positive, open, collaborative, and constructive climate focused on student learning and student outcomes. (WSBSE Standards 1, 2, 4, 5, 6)

Metrics:

- Improved morale as evidenced by qualitative self-reports from faculty, staff, and community, as well as from quantitative survey data as available.
- Superintendent knows majority of employees by name and position within the district
- Observable service-orientation by executive leadership team (available, helpful, friendly, reliable, present in schools)
- Superintendent has visited every classroom and work space in NKSD by July 1, 2018

Action Items:

- Conduct one-on-one interviews with full leadership team, Board Directors, and key community stakeholders
- Continue "listening and learning"
- Maintain an open door policy so that constituents might directly engage with me
- Publicize my contact information so that people can reach me
- Plan and facilitate leadership retreats with a focus on improving climate, trust, collaboration, relationships
- Promote the concepts of "extraordinary care," "trust," "the North Star", and being "all in" with our work and learning in NKSD
- Bring attention to and showcase the excellent work already happening in NKSD - students, staff, and schools - at board meetings, in the media, and in our district
- Systemize structures for celebrating students, staff, and community achievements
- Use data to inform my understanding of the current reality, what is working, and what is not working
- Strategically attend meetings focused on community building, student learning, and community support for NKSD
- Identify areas of concern and commence discussion on potential pathways to improvement
- Maintain focus of the district on identified goals, priorities, and directions
- Plan and implement an opening meeting for faculty on August 28
- Meet with all association representatives by October 1 and establish regular check-ins as needed with each association representative
- Meet with all community and school-based groups (PTAs) by December 1
- Meet with local media to establish relationship and share overall vision
- Join local service group and other civic organizations
- Visit every classroom in the district by the close of the 2017-2018 academic year
- Meet with student groups to hear their perspective and gain awareness of the student experience first-hand
- Be on site at a school or district facility at least once a week and request executive leadership team to be on site at schools on a regular basis

Goal 2: Ensure the long term financial stability of the district. (WSBSE Standards 1, 3, 5, 6)

Metrics:

- Community awareness of the impact of recent legislation for NKSD budgeting (both short term and long term)
- Clear information regarding annual budget (process and product) publicly posted and communicated
- Improved compliance with audit processes so as to ensure a reduction of audit findings and/or management letters in future years
- Reduction in students electing to variance out to other districts/schools
- Long range planning models are in place for finance and capital planning
- Successful passage of levy measures

Action Items:

- Listen to internal and community feedback regarding financial concerns and facility concerns
- Review critical documents including prior year budgets, operating budgets, results from audits, etc.
- Present an approximately net-neutral budget for 2017-2018 that also has appropriate fund/reserve balances
- Monitor and track student enrollment
- Craft a compelling narrative to increase family awareness regarding the options and educational program in NKSD schools
- Learn about budget impacts from recent legislation, stay informed about interpretation of various elements of the bill and potential impacts
- Attend professional development in the area of school finance throughout the year
- Collaborate with HR team to identify areas of strength and areas of growth
- Identify and implement policy/process to safeguard district assets in all facilities
- Create specific targeted plans to improve documentation and workflow
- Collaborate with business/finance office and facilities director to identify and prioritize needs within the district in regards to facilities
- Collaborate with business/finance and teaching/learning team to identify and prioritize needs within the district for program improvement/enrichment
- Communicate both facility and enhancement needs to community via all available outlets
- Ensure updated budget information is available to the public, including invitations for public participation and feedback
- Uphold and abide by PDC guidelines regarding levy campaigns
- Strategically attend meetings related to levy, finance, HR, operations
- Engage with families and key groups to discuss concerns about student attrition
- Work to bolster student attendance
- Investigate options for "signature programs" to remedy population imbalance at some campuses in NKSD
- Expand capacity for non-traditional funding (CTE, etc).

Goal 3: Align the outstanding work happening in NKSD to improve the focus on the identified strategic priorities and strategic directions. (WSBSE Standards 1, 2, 5)

Metrics:

- All system stakeholders can clearly identify and articulate our strategic directions and priorities.
- Evidence of improved student outcomes year over year on standardized measures
- Improved awareness of data-informed practice across NKSD schools
- Goals within the system are in alignment and "point towards" our strategic priorities and directions
- Superintendent clearly articulates the goals, vision, mission and direction for North Kitsap School District in their work with all constituents
- Improved access for all students across the NKSD system

Action Items:

- Review critical documents related to student learning including policy/procedure, achievement data, school improvement plans, district improvement plans, and board directions/priorities
- Collaborate with teaching/learning and school leadership to develop action plans to achieve stated directions and priorities
- Strategically attend meetings
- Meaningful celebration of benchmark attainment and/or successful efforts in the system
- Maintain focus of the district on identified goals, priorities, and directions
- Maintain focus of the district decision making on "the North Star" (what is best for students)
- Engage leadership team in a discussion about being a data-informed organization and alignment of work to both goals/directives and standards
- Explore how NKSD monitors and uses data to ensure students are performing at or above grade level and are receiving appropriate, targeted interventions
- Intentionally develop leadership and faculty in the area of data use, being data-informed, and targeting interventions for students
- Establish and participate in learning walks with faculty and with district leadership to inform our awareness of triumphs and challenges in the classroom
- Review research-based effective instructional strategies and investigate ways to implement those strategies in meaningful, authentic ways in the classroom
- Create and implement a PLC structure for leadership teams in the district
- Collaborate with leadership to craft focused goals for the year
- Create and implement focused and differentiated professional learning for all groups
- Refine the evaluation process for executive leadership team to be goal-driven and data-informed
- Obtain training in the TPEP/AWSP framework
- Discuss and implement approaches designed to improve student attendance
- Focus efforts regarding access - curriculum, physical access, resource access

Goal 4: Develop and strengthen the Board/Superintendent relationship (WSBSE Standards 1, 3, 6)

Metrics:

- Both board and superintendent indicate they receive consistent and good communication about important issues and decisions
- "No surprises" for either Directors or Superintendent
- Minimum of 4 meetings to discuss progress and evaluation of Superintendent during the academic year
- Superintendent written evaluation from the Board is completed by June 1, 2018
- Approval of Year One Goals by the Board
- Adherence to policy and procedure and roles
- Constructive and productive meetings

Action Items:

- Share year one goals in a timely manner for feedback, suggestions, and guidance
- Engage in one-on-one meetings with Directors to deepen relationships and establish a positive, respectful, and professional relationship
- Review critical documents related to board governance and board/superintendent relationship and roles, including policy/procedure, agendas and minutes, and communications sent by superintendent and board in prior years.
- Draft and implement board retreat on August 5, 2017 to gain clarity on norms, roles/responsibilities, evaluation criteria, expectations, communication, and professional learning for the team
- Establish a regular meeting time with the Board President to identify agenda items and ensure solid process for board work
- Engage weekly with Board Directors
- Develop protocols for regular and timely communication to all Directors
- Draft goals for the year and discuss with the Board
- Calendar and enact joint Board/Superintendent school visits
- Invite Directors to school events and special occasions
- Discuss and obtain clear and shared understanding on key terms for our work, for the strategic directions/priorities, and other "NKSD specific terminology"
- Propose a book study for the Board and Superintendent starting in November 2017 (WSSDA conference and November retreat)
- Discuss emerging data and trends so that we might begin the process of considering the strategic plan work that lies ahead in the 2019 - 2020 academic year
- Ensure relevant data and reports are shared with the Board in a timely way to inform vision, mission, and goal work for current and future years

Goal 5: Improve systems and processes within the district to promote inclusion, communication, and transparency. (WSBSE Standards 3, 4, 5)

Metrics:

- Members of the executive leadership team indicate improved function and collaboration of the group via end-of-year survey/evaluation measure
- Members of the broader leadership team indicate improved function and collaboration of the group via end-of-year survey/evaluation measure
- Goals across the district align to identified priorities, directions and goals from the Board and Superintendent
- Management reports and other reporting out of district data, updates, and information at board meetings are concise, clear, and consistent
- Clear evidence of progress towards stated priorities and goals
- Agendas, hiring committees, and other key work groups demonstrate a higher degree of inclusion and adherence to good process/protocols

Action Items:

- Review critical documents such as achievement data, survey results, contracts, organization charts, board minutes, policies/procedures.
- Request "job briefs" from department heads (major responsibilities, projects, upcoming and long-term work, accomplishments, direct reports)
- Develop a plan for teams to be "goal oriented" in their upcoming work
- Design and implement leadership retreats and professional learning sessions focused on improvement of systems, functions, and processes within our district
- Redesign meetings for executive team and leadership team
- Critically analyze and evaluate "how we do what we do" in all areas
- Improve communication pathways regarding decisions, processes, and procedures
- Begin accumulating data and information to inform the development of a new strategic plan in the 2019-2020 academic year
- Executive leadership team workflow for board meeting preparation is streamlined and establish consistent expectations for communications, presentations, and reports
- Evaluate students in danger of not graduating and assess interventions that have been provided to date
- Review pending legal matters with school counsel, review with appropriate departments/teams to improve operations, systems, policy/procedure
- Diligently pursue understanding of critical skills and knowledge about both NKSD-specific matters and nuances
- Diligently pursue knowledge and continued learning regarding effective leadership as a Superintendent
- Create a district-wide calendar to better align testing windows, school events and activities, and meetings of district organizations and groups
- Establish procedures/guidelines for setting and calendaring events for the 2018-2019 academic year
- Board specific communications are submitted in a timely manner allowing for review and discussion

Listen and Learn Top Themes

Top 4 Celebrations:

- Wonderful community
- In general, building-level collegiality is high
- The people in NKSD are student-focused / hard-working
- Diversity in the district

Top 4 Concerns/worries:

- Lack of trust between buildings/district office, teachers/superintendent
- Low morale / high dysfunction
- Processes and systems are not clear, transparent, or inclusive
- Before we do transformational work, we need to have the fundamentals in place

Washington Standards-Based Superintendent Evaluation Standards:

- Standard 1: Visionary Leadership - Advancing a district-wide shared vision for learning
- Standard 2: Instructional Leadership
 - Putting student learning at the center
 - Evaluation and professional development
- Standard 3: Effective Management
 - Creates a safe and human organizational environment
 - Effectively and efficiently manages district operations
- Standard 4: Inclusive Practice
 - Collaborating with families and community members
 - Collaborating with and responding to diverse communities
- Standard 5: Ethical Leadership - Acting with integrity, fairness and courage in upholding high ethical standards
- Standard 6: Socio-Political Context
 - Understanding and influencing the district's environment
 - Works effectively with the school district's Board of Directors