Douglas County School District
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# Superintendent Proposed Goals and Monitoring Reports

September 12, 2023

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# Proposed Superintendent Goals

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# 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

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# GOAL 1: Academic Achievement and Growth

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

- 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.

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# 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.
- 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.*

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# 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**.

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# 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.
- Begin assessing the **impact of social media** on our students, mental health, and classroom engagement.

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# 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<br>End #2: Outstanding Educators and Staff<br>End #4: Collaborative Parent, Family, and Community Relations |
| GOAL 3: Bond/MLO Groundwork and Execution | End #2: Outstanding Educators and Staff<br>End #3: Safe, Positive, Climate and Culture<br>End #5: Financial Well-Being |
| GOAL 4: Access to Opportunities for All Students | End #1: Academic Excellence<br>End #3: Safe, Positive, Climate and Culture<br>End #4: Collaborative Parent, Family, and Community Relations |

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# Proposed Superintendent Monitoring Reports

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# Proposed Monitoring Report Schedule

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

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# Academic Excellence
## Monitoring Report Indicators

#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

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# 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

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# 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

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# 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

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# 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

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# 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)

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# 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

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# 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.)

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# 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

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# 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

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# 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

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# Questions?

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