



Superintendent Goals

2018-2019

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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

This year, my identified goals are derived from feedback from the Board of Directors, from continuing to listen and learn from the community and constituents in North Kitsap School District, and from prior work to date during my first year of service. These goals demonstrate the connection between what the district was seeking in their superintendent in early 2017, what I promised I would do in the summer of 2017, how I proposed to do what I would do in 2017-2018, work accomplished in the 2017-2018 academic year, and feedback received in spring 2018 to what I should plan to do in the coming school year.

During the 2017-2018 year, the Board of Directors and I partnered to use the WA State Standards Based Superintendent Evaluation. Not only does this evaluation process mirror the process for our faculty and administration, it provides standards and clear feedback to generate next steps for me in my work. During our retreat in August 2018, we moved towards better formalizing both the evaluation process and timeline, and agreed to have goals and standards be more tightly connected. And so, this year, the plan is that my identified goals will align to particular standards within that framework. While all eight standards are important, it is typical practice with a standards-based model to identify two to three standards for focused effort in a particular year. As such, while each goal for this year is aligned to a particular standard within the Superintendent Evaluation instrument, the focus will be on 3 standards.

Goals- 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 am providing metrics and action items for each goal.

Metrics are the measures that will indicate that the goal has been attained and/or that progress has been made. 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 that has taken place since the evaluation on June 5, 2018.

Some goals will look familiar to my goals from last year (and they may show up again next year) as some goals are multi-year in nature or they are critical components of ongoing leadership work for the Superintendent.

Goal One (Standard 3): Grow data literacy within the district, so as to better focus the district's work on improved student achievement and improved social emotional health for students.

Rationale:

- Fits “student growth” goal area outlined in the suggested template provided by a WSSDA consultant
- This goal is a continuation from Goals 1 & 3 from the 2017-2018 year, with a tighter focus
- Board feedback June 2018 directed maintaining positive climate and take action to improve student learning/outcomes

Metrics:

- Artifacts from district leadership team members demonstrate greater use of data with the faculty and staff and/or use of data in decision making for operations
- Effective School Connections meetings at all schools with emphasis on discussing and analyzing data
- Agendas from leadership meetings demonstrate focus on data and SEL
- Artifacts from PLC and PD demonstrate increased learning and application of Social-Emotional Learning (SEL) strategies in instructional practice at all levels
- Better and earlier identification of students who may benefit from Choice Academy offerings

Action Items:

- Develop leadership retreat to set the table regarding data literacy as a primary focal point in the coming academic year
- Develop and implement continued support and learning for principals to guide their faculty in the use of data and SEL strategies
- Provide principals and schools with strategies, protocols and tools to foster greater use of data analysis and data use to improve instructional planning
- Reinforce use of evidence/artifacts to demonstrate the connection between data analysis and instructional planning
- Monitor use of data by all areas of the organization and highlight improvements brought about by analysis and application of data-informed processes
- Identify areas of concern and identify pathways to improvement
- Systemize structures to celebrate improvements by individuals, schools, district and/or meaningful celebrations for successful attainment of benchmarks/goals
- Ensure alignment of goals for leadership team
- Ensure alignment of goals in SIPs and the DIP
- Further refine options and pathways for Choice Academies
- School Connections meetings planning, implementation, and debriefing for all buildings and leadership teams

Goal Two (standard 7): Ensure the long-term financial stability and financial sustainability of the district.

Rationale:

- Fits “district improvement” goal area outlined in the suggested template provided by WSSDA consultant
- Board feedback June 2018 directed continued focus on this

Metrics:

- Capital campaign is effectively stewarded with the community (information provided, explained, and follow up to thank voters takes place regularly)
- Capital projects are completed on time, within budget, and to the expected standard of workmanship
- District budget and expenditures remain within projected and actual revenues
- Board agendas reflect regular updates on expenditures and capital program. Timely budget and capital information is presented to the board for decision making
- Long range planning models maintained for finance and capital planning
- Reduction in students electing to variance out to other districts/schools

Action Items:

- Develop communications strategy for community for capital project updates
- Develop communications strategy for internal constituents for capital project updates
- Provide guidance and oversight for capital program implementation
- Establish a long range model for capital needs in the district
- Collaborate with business office to develop 2019-2020 budget that reflects strategic priorities and which maintains projected expenses within projected revenues
- Host community forum to update the community on capital projects work in Spring 2019
- Ensure the board receives updates on expenditures monthly
- Develop consistent information (management report format) for the board to demonstrate progress on capital program
- Ensure the board receives updates on the capital program monthly
- Collaborate with HR team to improve operations and hiring practices
- Collaborate with business office and school board to develop budget timeline and process for the 2019-2020 budget by December 2018
- Coordinate with Teaching & Learning to grow alternative education options for 6-12 in an effort to reduce variance out-of-district
- Improve communication regarding alternative education options 6-12
- Monitor and track student enrollment, work with leadership to improve student attendance
- Continue work on targeted plans to improve processes, documentation, workflow

Goal Three (standard 8): Refine agreements and relationships with the board that help the board of directors promote academic success for all students.

Rationale:

- Fits “professional practices” goal area outlined in the suggested template provided by WSSDA consultant
- Board feedback in June 2018 directed a continued focus on this

Metrics:

- Effective August retreat with the board and expert facilitators is scheduled and implemented
- Policy review is systematic and well-organized with timely, helpful information provided by the superintendent
- Superintendent models candor, listening, collaboration, and “seeking to understand”
- Systematic “continuous improvement” process for reviewing and obtaining clarity on key elements of the superintendent and board relationship and duties

Action Items:

- Coordinate with board president to plan and implement August board retreat with recommended facilitators
- Clarify the evaluation process and timeline prior to end of September
- Maintain communications indicated as positive and helpful by directors
- Provide weekly communications updates to all directors
- Meet regularly with board president and vice president for agenda planning, and establish/maintain communications with all directors regarding agenda changes
- Ask questions when clarity is lacking
- Consult with the board when questions on policy interpretation arise
- Treat all board members equally, fairly, and professionally (providing information and access, responding to questions, invitations to meet)
- Collaborate with the board to monitor team performance and adjust procedures as necessary
- Obtain clarity on purpose of board questions so as to provide the best possible information and maintain focus of the NKSD organization
- Abide by the guidelines established in policy and procedure
- Ensure reports are developed and delivered for board information and education, and/or as requested by the majority of the board
- Coordinate and facilitate a second board retreat during the school year
- Coordinate and facilitate School Connections meetings to provide the board with greater connection to the school and a data-focused conversation on school improvement
- Provide the board with evidence of my work as part of the evaluation process

Goal Four: Successfully guide the process to revise and update the District's Strategic Plan in 2019.

Rationale:

- Fits “student growth” and “district improvement” goal areas outlined in the suggested template provided by WSSDA consultant
- During discussion in August 2018, the board directed me to facilitate this work

Metrics:

- Revised/updated strategic plan prepared for implementation by autumn 2020
- Constituent feedback reflects multiple opportunities for involvement and/or the use of a highly inclusive process to develop the update/revised plan

Action Items:

- Network with colleagues to identify potential providers for facilitation, planning, and execution of the process
- Inform stakeholders of upcoming work
- Inform community of upcoming work, and invite their participation
- Guide review and discussion of current strategic plan (SWOT analysis) with leadership team
- Interview potential consultants to narrow down the field as necessary
- Collaborate with school board to identify facilitator/consultant
- Coordinate with facilitator/consultant to finalize process, steps, and timeline
- Advertise focus groups and/or community forums for community participation
- Coordinate participation by a wide variety of internal stakeholders
- Provide necessary information and communications to stakeholders, facilitator/consultant, and community throughout the process
- Assist with logistical, technical and philosophical guidance throughout the process
- Develop communications strategy to update community during the process
- Develop communications strategy to update stakeholder groups during the process
- Coordinate with communications, consultant, board and leadership team regarding collateral generated as a result of the process
- Develop communications timeline following the finalization of the updated plan for both external and internal constituents
- Develop publication timeline and strategy for collateral and information
- Share information with internal and external constituents
- Develop two-year (24 month) strategy to guide implementation of the strategic plan with leadership team