GOALS AND OBJECTIVES
SUPERINTENDENT, RANDY POE

BOONE COUNTY SCHOOLS – 2019-20

Submitted to the Board of Education
November 14, 2019

STANDARD 1: Strategic Leadership

The superintendent creates conditions that result in strategically reimaging the district's vision, mission and goals to ensure that every student who graduates from high school is globally competitive in postsecondary education and the workforce, and is prepared for life in the 21st century.

Goal 1: Develop the next 5-Year District Strategic Plan that will be implemented in the 2020-21 school year

Objectives:
- 1.1 Utilize community conversations and districtwide meetings of stakeholders to identify strategies that will lead to all students being college, career, and life ready.

- 1.2 Revise the district Portrait of a Graduate and related skills to be aligned to the new NKY region's portrait of a graduate that supports our unique NKY workforce needs.

- 1.3 Ensure that the next 5-Year district strategic plan addresses issues of equity and is strongly rooted in literacy and numeracy while expanding upon innovative programming for 21st century learners and workers.

- 1.4 Ensure that the next 5-Year district strategic plan addresses social emotional learning and mental wellness as foundational necessities to success for all students.

Goal 2: Develop innovative pathways, processes, and practices for students to be prepared for the future workplace.

Objectives:
- 2.1 Expand on innovative methods of instruction, such as virtual/ online classes, additional career pathways, etc. at schools and through the Ignite Institute.

- 2.2 Develop specific strategies across levels to instill passion and direction for career areas, especially those that are projected to be high pay/ high growth occupations for the region. Utilize regional resources, such as Grow Northern Kentucky and Work Skills for Youth initiative, to assist College/ Career Pathways Coaches in developing career planning plans all high school and 8th grade students.

- 2.3 Increase career-focused work-based experiential learning opportunities through the collaboration of schools and businesses.

- 2.4 Use the results of the Student Resiliency Poll, to build students' career skills (soft skills) such as grit, perseverance, leadership, resiliency, and independence.

- 2.5 Ensure all schools provide cultural and global competence learning along with a quality world language program utilizing both blended learning and teacher instruction.

STANDARD 2: Instructional Leadership

The superintendent supports and builds a system committed to shared values and beliefs focused on teaching and learning where performance gaps are systematically eliminated over time and every student graduates from high school college- and career-ready.

Goal 1: Deepen, refine, and extend the district's and schools' processes to inform, measure and monitor daily classroom learning system-wide in order to increase the achievement of all students.

Objectives:
- 1.1 Develop specific strategies/plans to address student skill deficits as indicated on CASE, CERT, and STAR assessment data. Focus on novice reduction strategies, including strategies to impact achievement of EL's and students with disabilities, as well as students in poverty.

- 1.2 Pilot RTI 2.0 structures and strategies in selected schools with the goal of fine-tuning and implementing these structures district wide in 2020-21. Design and train all principals, assistant principals, coaches and teachers on RTI 2.0 processes for Tier 1, 2 and 3.

- 1.3 Provide additional training and support to all teachers on the effective use of formative assessment on a frequent basis to monitor student progress and adjust instruction, including role of grading within formative assessment.

Goal 2: Provide leadership and support in the ongoing development and alignment of curriculum in all content areas.

Objectives:
- 2.1 Align district curriculum by reviewing identified priority/supporting standards and implementing a process to monitor implementation PreK-12.

- 2.2 Develop common proficiency scales, rubrics, and common benchmark assessments to ensure a highly aligned system. Evaluate tools such as Panorama and CASE as a dashboard and assessment tool to monitor both academic and non-academic data.

- 2.3 Provide professional learning and support for schools to ensure that all students have differentiated learning experiences that are RIGOROUS, EQUITABLE, ACCESSIBLE, and RELEVANT to help students at all levels achieve mastery of standards.

STANDARD 3: CULTURAL LEADERSHIP

The superintendent understands and acts on the important role a system's culture has in the exemplary performance of all schools.

Goal 1: Analyze and address 2020 Impact Kentucky Teacher Survey results.

Objectives:

- 1.1 Provide analysis of 2020 Impact Kentucky Teacher Survey results to stakeholders and develop comprehensive plan to address prioritized needs at all schools.

Goal 2: Strengthen a culture for learning that meets the needs of ALL students.

Objectives:

- 2.1 Lead district to embrace a PLC culture mindset. Develop a systemic process for all school and district leaders and teachers for ensuring PLC's are active and effective in each building.

- 2.2. Collaborate and calibrate with all principals, assistant principals and instructional coaches on PLC expectations and monitor effective PLC implementation.

- 2.3. Identify and address inequities and barriers to learning for students at-risk. Ensure that equity is addressed systemically, and employ strategies that provide equity in learning for all students.

Goal 3: Design and deliver assessment literacy

Objectives:

- 3.1 Continue to explore, learn, research and study opportunities and plans for our system to develop and fully support implementation of standards-based learning and grading practices.

- 3.2. Using 4DX model, monitor district and school Scoreboards/Data Dashboards quarterly in order for district, principals, and teachers to stay accountable to effective best practices in ensuring student learning.

STANDARD 4: Human Resource Leadership

The superintendent ensures the district is a professional learning community with processes and systems in place that result in recruitment, induction, support, evaluation, development and retention of a highly effective, diverse staff.

Goal 1: Continue to support building leadership in implementing effective and research based teaching practices.

Objectives:

- 1.1 Emphasize and support the role of the instructional coach in assisting teachers with professional learning using a student-centered coaching model.

- 1.2. Provide principals with professional development opportunities that will enhance their role as the school instructional leaders, and give them the tools to help influence teacher instruction behavior that results in higher student achievement.

Goal 2: Develop systems for recruiting and retaining exceptional and teachers and leaders from diverse backgrounds.

Objectives:

- 2.1 Work with the Human Resources department in developing innovative strategies for recruiting and retaining teachers and leaders from diverse backgrounds.

- 2.2. Work with Learning Support Services in implementing effective new teacher induction programs and school leader development programming.

STANDARD 5: Managerial Leadership

The superintendent ensures that the district has processes and systems in place for budgeting, staffing, problem solving, communicating expectations and scheduling that organize the work of the district and give priority to student learning and safety. The superintendent must solicit resources (both operating and capital), monitor their use and assure the inclusion of all stakeholders in decisions about resources so as to meet the 21st century needs of the district.

Goal 1: Monitor and expand the use of the APQC process and other tools to increase efficiency in the district.

Objectives:

- 1.1 Support new and ongoing APQC projects led by the Director of Process and Performance and provide reports to the Board of Education on progress and savings.

- 1.2 Use APQC practices throughout the district's departments.

Goal 2: Utilize collaborative and transparent processes to ensure resources are allocated and expended to best meet student needs. (survey results, committee minutes and agendas, assessment results).

Objectives

- 2.1 Budget committee will continue to utilize survey results as well as researched school finance models (such as Odden's *Improving Student Learning when Budgets are Tight*) to develop plans for use of fiscal resources.

STANDARD 6: Collaborative Leadership

The superintendent, in concert with the local board of education, designs structures and processes that result in broad community engagement with support for and ownership of the district vision.

Goal 1: Engage the community through expanded marketing and branding efforts as well as expanded opportunities for students.

Objectives:

- 1.1 Develop enhanced learning opportunities for students involving community resources/ organizations, such as the NKY MakerSpace.

- 1.2 Create partnerships with community agencies to achieve goals in the Strategic Plan.

- 1.3 Utilize the advocacy committee to develop and implement marketing/ branding plans for the district.

Goal 2: Utilize distributive leadership strategies within the district to strengthen ownership among teachers and staff for achieving the goals articulated in the district strategic plan.

Objectives:

- 2.1 Develop teacher ambassador cohorts to be change leadership guiding coalitions. Examples of teacher ambassador cohorts include those for blended learning, district programs, world language, curriculum design, etc.

STANDARD 7: Influential Leadership

The superintendent promotes the success of teaching and learning by understanding, responding to, and influencing the larger political, social, economic, legal, ethical, and cultural context. From this knowledge, the superintendent works with the board of education to define mutual expectations, policies and goals to ensure the academic success for all students.

Goal 1:   Enhance Board of Education/ SBDM Council relationships and understanding.

Objectives:
- 1.1. Work with school SBDM Councils to promote increased understanding of schools' implementation of district policies and practices.

- 1.2 Continue to hold board workshops on topics within the strategic plan to encourage understanding and collaboration among all stakeholders.