

Superintendent Effectiveness System / Professional Growth Plan
Chris Bentzel, Superintendent, Christian County Public Schools
2023-2024 Action and Evidence Chart

Standards and Goals	Actions that Demonstrates Standard	Evidence/Artifacts
<p><i>Standard 1 – <u>Strategic Leadership</u></i> <i>Superintendents create conditions that result in strategically reimagining the district’s vision, mission and goals to ensure that every student graduates from high school; is globally competitive in post-secondary education and the workforce, and is prepared for life in the 21st Century.</i></p> <p><i><u>Goal- Visionary planning and implementation will be evident in the areas of</u></i></p> <ul style="list-style-type: none"> <i>• School Board visionary planning, goals setting, and prioritization of 5 areas of district’s strategic plan <u>(continued)</u></i> <i>• Implementation of the district’s current strategic plan, vision, mission, and core value belief statements with all stakeholders <u>(continued)</u></i> 	<p><i>Operationalizing a shared vision for learning, the action steps taken to demonstrate this standard include:</i></p> <ul style="list-style-type: none"> <i>• Continuation of Board retreats for planning and discussion (July 2023 and January 2024). Continue to establish a communication protocol and working relationship between the Superintendent and the BOE.</i> <i>• District Administration Team will continue to review and implement the district mission and strategic plan (monitored through Admin. Academies with District leadership and through 1 year scorecard plan (year 3 of 5 working the strategic plan).</i> 	<p><i>*All Evidence & Artifacts will be added to the Superintendent’s Professional Growth Plan at a later date. The final presentation of evidence will be presented in May 2024 during the Superintendent’s Year in Review Capstone Presentation.</i></p>

<ul style="list-style-type: none">• <i>Pre-school to Post-graduation- Continue the district’s transition program for our graduating seniors to support their post-graduation plans and simultaneously meet the needs of the local community and workforce (talent pipeline project) Continue the development of a district’s Pre-K readiness plan for transitioning students “ready to learn” into Kindergarten programs. <u>(continued)</u></i>	<ul style="list-style-type: none">• Implementation of the Rotary Impact Partnership and CCPS Grown Your Own Partnership. This plan will allow CCPS students to received financial aid while continuing their post-graduation education in the pursuit of a teaching certificate. The intent is that the selected students will return to CCPS and become employed as educators in our classrooms.• Continue development of transition plan for CCPS seniors in collaboration of community workforce needs so that at least 25% of our students have an opportunity to complete a workforce placement while enrolled in a CCPS school.• Continue the conversations and idea development of a Pre-K center for CCPS. A partnership with community organizations would also be developed to ensure full implementation and stability.	
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<p><u>Standard 2- Instructional Leadership</u> <i>The core business of school superintendents must always be teaching and learning in a system committed to shared values & beliefs, and challenging equitable education programs and learning experiences for students. Effective superintendents facilitate the stewardship of learning by creating professional learning communities focused on highly engaging, relevant instruction and improved student learning.</i></p> <ul style="list-style-type: none">• 100% of students K-10 grade will increase their RIT score from Fall to Spring in reading and math as measured by MAP. (Student Growth Goal-continued)	<p><i>Putting student learning at the center, the action steps taken to demonstrate this standard:</i></p> <ul style="list-style-type: none">• Students will set and internalize goal setting, driven by meeting and exceeding their personal growth goals through ensuring a viable and guaranteed curriculum.• District Instructional Team will support teacher implementation of comprehensive reading program K-5.• District Instructional Team will support teacher implementation of comprehensive standards--based math program 7-12.	
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<ul style="list-style-type: none">• 45% of 3rd - 8th, and 10th grade students will score Proficient or higher on the KSA Reading and Math Assessments. Less than 25% of those students will score Novice on the KSA Reading and Math Assessments <u>(continued)</u>• CCPS Juniors will have a composite score of 18 on the Spring state administration of the ACT. <u>(continued)</u>• Continued improvement on the Kentucky State Assessment & Accountability Model. In the Spring of 2024 the achievement goal for the district across all levels will be “Green” or “High Performing” (E,M,H).	<ul style="list-style-type: none">• District and school leaders will use formative data (MAP and Mastery Prep) to gauge progress toward the set goals in all schools.• School and District leaders will frequently monitor instructional practices in all buildings to ensure achievement goals are met (District Instructional Walkthroughs)• District MTSS Intervention plan will continue to be implemented across all schools to ensure achievement gaps are narrowed and decreased. The District’s Equity Plan will also be used as a tool to decrease achievement gaps.• District Support Schools (“Orange” Labeled Schools) will be identified and met with monthly to ensure academic progress is monitored and operational control is maintained.• KSA Data will be received in the District, reviewed, and utilized to adjust school improvement plans and goal setting for the 23-24 school year.• An intentional effort will be placed on supporting our students with disabilities to ensure we are closing the achievement gap and providing equitable services to all of identified students.	
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	<ul style="list-style-type: none">• Special Education Support Services will be monitored and increased as necessary to support all of our schools.• Mastery Connect Assessments and Data will be given 3 times annually at all schools to monitor standards taught, mastery levels, and help plan out next steps at all campuses.	
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<p>Standard 3 – <u>Cultural Leadership</u>- Superintendents understand and act on the important role a system’s culture has in the exemplary performance of all schools.</p> <p><u>Goal – Maintain positive district culture in the schools and community through:</u></p> <ul style="list-style-type: none"> • Visibility in schools and community functions (every campus, every 2 weeks) • Implementation of the district’s strategic plan along with the purpose statement, vision and core values <u>(continued)</u> • 80% of Principals and Directors will meet their working conditions goal on the Professional Growth and Effectiveness System Growth Plan. <u>(continued)</u> • Studer survey data scores will reflect a growth in overall staff engagement scores. <u>(continued)</u> • The district will continue to recognize students and staff across the district and celebrate success stories across all schools. 	<p>Understanding and influencing the district’s environment. Action taken to demonstrate this standard:</p> <ul style="list-style-type: none"> • Attend as many community functions and student events as possible. Superintendent also has set a goal of visiting all district schools and departments (principals and director connections) at least one time per week. • District’s mission, belief, and core values are fully implemented and communicated with all district staff, students, and community stakeholders. • The importance of building positive relationships with all CCPS shareholders, especially allowing our CCPS parents back into our schools. This initiative has been established and communicated with all schools. • A district Principal Coaching model has been established for all CCPS Principals to ensure we maximize their abilities to lead their schools. This coaching model will also be cascaded to the school level for teacher coaching and support. 	
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	<ul style="list-style-type: none">• A district mentoring program will be fully implemented by the start of the 23-24 school year where all district administrators will work with an identified student to improve the school experience for their student.• Continue to implement a Fall & Spring Studer Survey for monitoring the performance of the district with specific shareholder groups.	
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<p><u>Standard 4 – Human Resource</u> <u>Leadership-</u> Superintendents ensure the district is a professional learning community with process and systems in place that result in recruitment, induction, support, evaluation, development and retention of a high-performing, diverse staff. Superintendents use distributed leadership to support learning and teaching, plan professional development and engage in district leadership succession planning.</p> <p><u>Goal-</u> Continuation of a teacher recruitment, mentoring, and support system to increase the capacity of all CCPS certified staff. Also a district “grow your own” program will be implemented to solve future teacher and staff shortages in CCPS (continued)</p> <ul style="list-style-type: none"> • <u>Teacher recruitment position will continue working in the district and continue the process of recruitment and retention of a high quality staff within CCPS. (continued)</u> • <u>A district “grown your own” initiative will continue to be implemented to continue the future planning of staff recruitment for CCPS</u> 	<p><i>Managing systems and operations for staff.</i> <i>Action taken to demonstrate this standard:</i></p> <ul style="list-style-type: none"> • Recruitment leader continues the vision, plan of action, and communicates their plan to all school principals. • A strategic scorecard practice will be in place for the 23-24 school year ensuring that all initiatives will be met by the lead CCPS recruiter. • A 30-day rounding process will continue to ensure that all new teachers have been supported and an attempt has been made to retain their services for additional years. Also, a district exit survey will be implemented for all staff members “leaving” the district to gain feedback for future hires. 	
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- *District new teacher coach will implement new teacher support and mentoring program. Schools will ensure a Teacher Coach is assigned to all new staff members, following the district plan, and ensuring we are monitoring our new teachers.*
- *District leaders will incentivize rank change and certificate attainment programs for all certified teachers in the district through partnerships with WKEC, Bloomboard, and WKU.*
- *Site visit will reflect that 100% of schools have a process in place to support and mentor new teachers hired to their building (for retention purposes)*
- *CCPS will look to increase the salary schedule for both certified and classified staff at a 3-5% rate, maintain the \$1000 annual stipend, and remove the “frozen step” from the 2018 budget.*

- The district will implement (in collaboration with Western Kentucky University and the Education Professional Standards Board) the Option 9 Certification pathway for classified employees to obtain their teaching credentials.
- A concentrated retention effort and plan will be in place within the district to ensure we are offering incentives and re-recruitment initiatives to keep the staff we have in place (ie: Rank change programs, leadership and counselor certification programs, and other district incentives.)

Standard 5 – Managerial Leadership – Superintendents ensure 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 so as to meet 21st century needs of the district.

Goal- There will be organizational planning and management processes implemented in the following areas:

- School safety plans for all schools will be updated and IAW state mandated safety protocols (continued)***
- School resource officers will be hired and in place for all district campuses. This initiative will continue beyond the 23-24 school year. (continued)***
- A District Safety Coordinator position will be hired and continue to monitor the safety of all of our campuses.***
- District Safety Systems will continued to implemented, utilized, and improved across the district. (ie: weapon detection systems, student lanyards, keyless entries, video systems, etc)***

Managing District operations effectively and efficiently. Action taken to demonstrate this standard:

- District Safety Officer will revise and train all administrators on the expectations of school safety. Additional measures will be implemented during the 23-24 SY to ensure the safety of all CCPS students (random wandng, drug testing, mental health training, and awareness, etc.)***
- The school district will continue the partnership with local law enforcement partners (HPD & CCSO) to ensure we maximize SRO presence on all CCPS campuses. Financial planning and budget requirements will continue during the 23-24 school year to ensure the continued SRO presence in the future.***
- Kentucky State Marshall Inspections and Kentucky Center for Safe Schools audits will continue this school year and data from these visits will ensure compliance with all state safety requirements.***
- The CCPS School Board will receive regular updates of our district safety plan.***

- *The District Facilities Plan will be modified through the Local Planning Committee Process. Through the DFP, the District will implement a District Facilities Vision Plan to move 6th grade students back into the middle school campuses, maximize facility usage and square footage, improve facilities for some of our older campuses, and initiate an early learning education system for CCPS. Also the district leaders will develop a 10 year district facilities vision plan for Christian County Public Schools.*
- *The District Financial Director's position and responsibilities will continued to be revised to include fiscal responsibility of all budgets and act as the role of the district financial strategic planner (continued)*

- The CCPS School Board will receive monthly updates on the financial budget, expenses, and revenue reports.
- The school district will undergo an annual financial audit and will share results with the CCPS Board. In addition to the financial audit, the Superintendent, Personnel Director, and Finance Officer will continue to evaluate district salaries and payroll systems in order to ensure operational efficiency.
- Weekly meetings with the Finance Director, to identify new ways to align general fund dollars with federal and grant money, continue a strategic plan for district budget, and develop Superintendent understanding of the district's budget throughout the SY 23-24 (continued system in place)
- The district's salary schedule will continue to be reviewed and monitored to ensure equitable job descriptions, salary, and contracts for all CCPS employees with the goal of provide a 3-5% raise for all employees, removing the step freeze, and continuing the \$1000 stipend.

Standard 6 – External Development Leadership – A 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. Acknowledging that strong schools build strong communities, the superintendent proactively creates, with school and district staff, opportunities for parents, community members, government leaders, and business representatives to participate with their investments of resources, assistance, and goodwill.

Goal- Visionary planning and implementation will be evident in the areas of:

- Development and continuation of Superintendent Advisory Councils for specific district shareholders and community groups (continued)***
- Continued Implementation and monitoring of District Equity Plan to increase awareness and education in support of the diverse student population of CCPS. The plan will ensure that aggressive attempts are made to close the student achievement gap of our minority, Special Ed, and impoverished students. (continued)***

Collaborating with and responding to diverse communities. Action taken to demonstrate this standard:

- Continue the monthly process of meeting with and building relationships with at least three different superintendent council groups.
- An Educational Equity plan will be completely implemented throughout the district and ensure measures are in place to continue the process of closing the minority student achievement gap.
- Development of a district wide mentoring program for groups of students (males) and also individual at-risk students in an effort to remove school barriers and ensure successful outcomes.

- *A District Parent Engagement Coordinator, 2 Community Engagement Coordinators for both high schools, and a Community Schools Director (through the Prichard Committee Grant) will be hired to promote positive relationships between the community and our schools. These intentional positions, personnel, and systems will assist in re-engaging our parents and community with our district.*

- Develop a comprehensive Parent and Community Engagement Program for the district to re-engage those stakeholders across the district and Christian County.

<p><i>Standard 7 – <u>Micropolitical Leadership</u> –</i> <i>The superintendent promotes the success of learning and teaching 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 of all students.</i></p> <p><i><u>Goal- Political advocacy for Christian County Schools at the local and state level through funding, program support and partnerships.</u></i></p> <ul style="list-style-type: none"> <i>• <u>Advocacy and partnership through membership of at least two community organizations (continued)</u></i> <i>• <u>Continue to create awareness and build relationships with local and state legislators and government officials (continued)</u></i> 	<p><i>Working effectively with the Board of Education and the larger political structure. Action taken to demonstrate this standard include:</i></p> <ul style="list-style-type: none"> <i>• Membership Organization- Superintendent will continue membership with Hopkinsville Rotary and continue the process of partnering CCPS with the Christian County Community. Assistant Superintendent will also join local organizations: Addison-Boys & Girls Club Board of Directors.</i> <i>• Continue relationships with local and staff government officials. attend legislative meetings pertaining to educational initiatives, and send communications regarding education concerns.</i> 	
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