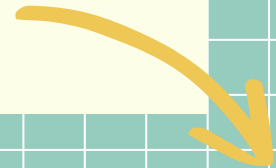# Superintendent's Report

February 28, 2023

February Board Work Items

Annual Board Work Calendar*	Are we on track with respect to the Board's Annual Work Calendar? Adjustments?
2022-24 Key Performance Indicators	What are some primary indicators that public schools are working?
FOCUS ON ACADEMICS: Mid-year Performance Review	1. Mid-year student achievement update 2. First Semester Deliverables Status Report 3. Second Semester Deliverables 4. Superintendent Job Performance - Discussion of 4 of the 6 evaluation standards*
Community "Listening Sessions"	Overview of sessions held Feb. 2, 7, 9, 21, 23
Board Policy Matters	Several policies are on tonight's agenda for board consideration Clarify proposed policy revision process in order to accelerate policy reviews
Other Items	Electronic Board Agenda management system update Expeditionary Learning Status Report

Link to *Annual Board Work Calendar

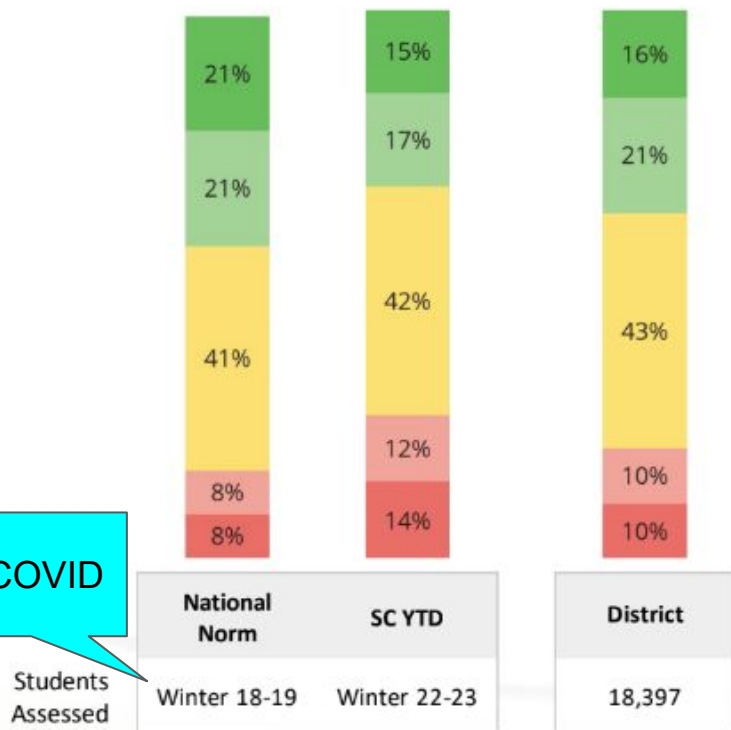Link to *Superintendent Evaluation Tool

Mid-year Student Growth Indicators

How Do the District's Placements Compare to the Benchmarks?

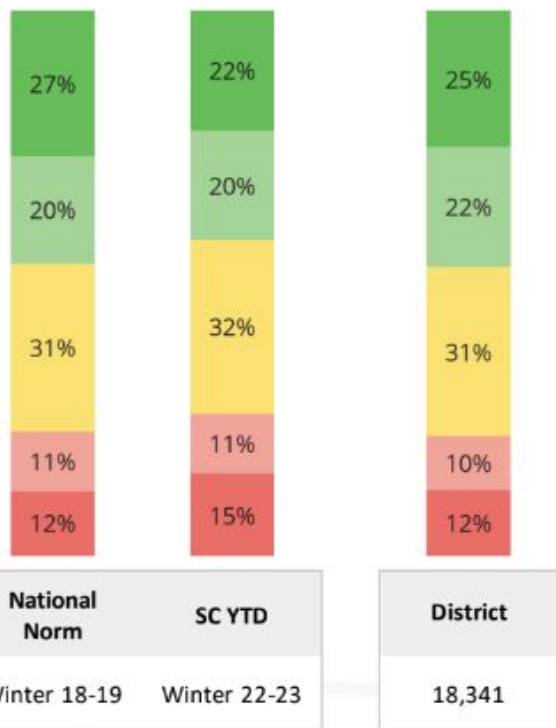Winter Placement Distribution for District and Benchmarks

Pre-COVID

- Mid or Above Grade Level
- Early On Grade Level
- 1 Grade Level Below
- 2 Grade Levels Below
- 3+ Grade Levels Below

i-Ready Winter 18-19 National Norms are based on a nationally representative sample that reflects the makeup of the US student population along key demographic characteristics.

The SC Winter 22-23 year-to-date population includes 179,591 students who completed a Diagnostic from November 16 to January 26. This data may not be representative of the student population.

National Norm	SC YTD	District
Winter 18-19	Winter 22-23	18,397

Students Assessed

Curriculum Associates

i-Ready

How Do the District's Placements Compare to the Benchmarks?

Winter Placement Distribution for District and Benchmarks

- Mid or Above Grade Level
- Early On Grade Level
- 1 Grade Level Below
- 2 Grade Levels Below
- 3+ Grade Levels Below

i-Ready Winter 18-19 National Norms are based on a nationally representative sample that reflects the makeup of the US student population along key demographic characteristics.

The SC Winter 22-23 year-to-date population includes 170,114 students who completed a Diagnostic from November 16 to January 26. This data may not be representative of the student population.

|	National Norm	SC YTD		District
	27%	22%		25%
	20%	20%		22%
	31%	32%		31%
	11%	11%		10%
	12%	15%		12%
Students Assessed	Winter 18-19	Winter 22-23		18,341

Pre-COVID

Grade Level Performance and Growth

In Math…

- 8 of 9 grades showed high levels of growth
- 1 of 9 grades showed high levels of performance
- 1 of 9 grades showed high levels of both growth and performance

In Reading…

- 8 of 9 grades showed high levels of growth
- 6 of 9 grades showed high levels of performance
- 6 of 9 grades showed high levels of both growth and performance

On Track to Graduate by Class
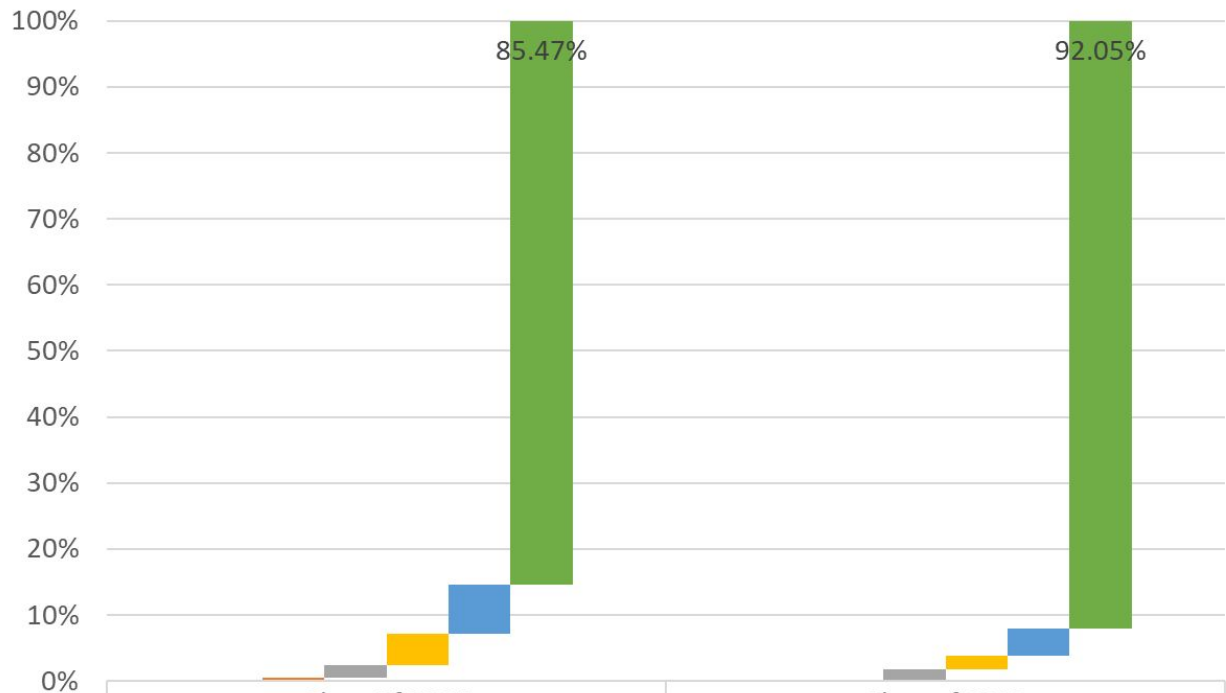
	Class Of 2024	Class of 2025
■ On-Track	85.47%	92.05%
■ Not On-Track	7.44%	4.15%
■ Unverified Withdrawl	4.70%	2.01%
■ Certificate Track	1.83%	1.70%
■ Adult Ed	0.43%	0.09%
■ Graduated	0.13%	0.00%

Superintendent's Evaluation
Six Performance Standards

★ Policy and Governance

★ Planning and Assessment

Instructional Leadership

JOB PERFORMANCE

Organizational Management

★ Communications, Community Relations

★ Professionalism

LINK TO EVALUATION TOOL

SUPERINTENDENT EVALUATION:

Policy & Governance

G.1 The Superintendent works with the school board to develop and implement policies that define organizational expectations

G.2 The Superintendent functions as the primary instructional leader for the school district, relying on support from staff as necessary when advising the school board

G.3 The Superintendent oversees the administration of the school district's day-to-day operations

G.4 The Superintendent works with individuals, groups, agencies, committees, and organizations to provide and maintain schools that are safe and productive.

G.5 The Superintendent ensures school district compliance with state and federal laws and regulations

Planning & Assessment

A.1 The Superintendent oversees the administration of the school district's day-to-day operations.

A.2 The Superintendent organizes the collaborative development and implementation of a district strategic plan based on analysis of data from a variety of sources.

A.3 The Superintendent plans, implements, supports, and assesses the instructional programs that enhance teaching and student achievement of the state educational standards.

A.4 The Superintendent develops plans for effective allocation of fiscal and other resources.

SUPERINTENDENT EVALUATION:

Communication, Community Relations

Professionalism

C-1 The Superintendent promotes effective communication and interpersonal relations within the school district

C-2 The Superintendent establishes and maintains effective channels of communication with board members and between the schools and community, strengthening support of constituencies and building coalitions

C-3 The Superintendent works collaboratively with staff, families and community members to secure resources and to support the success of a diverse student population

C-4 The Superintendent creates an atmosphere of trust and mutual respect with staff and community

C-5 The Superintendent establishes and maintains positive and collaborative communication with local, state, and federal leaders and policymakers to ensure that accurate and timely information is shared, the interests of the school district and community are effectively represented, and student, staff, and district needs are communicated and championed.

P-1 The Superintendent models professional, moral and ethical standards as well as personal integrity in all interactions

P-2 The Superintendent works in a collegial and collaborative manner with school personnel and the community to promote and support the mission and goals of the school district

P-3 The Superintendent takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning

P-4 The Superintendent provides service to the profession, the district, and the community

P-5 The Superintendent maintains high standards of ethics, honesty and integrity in personal and professional matters, defending principle and conviction in the face of pressure and political influence

SUPERINTENDENT EVALUATION:

Instructional Leadership

Organizational Management

**Instructional Leadership
to be discussed in March**

**Organizational Management
to be discussed in March**

Consideration of Elementary School #18

Frequently Asked Questions

# Does the district have the financial resources to build Elementary #18?

Yes, the District has the available resources.

The District has $33.5 M from the bond referendum available to borrow and then the remaining amount could be funded by utilizing 8% bond issuances in 2023 and 2024 and utilizing a portion of the unassigned general fund balance.
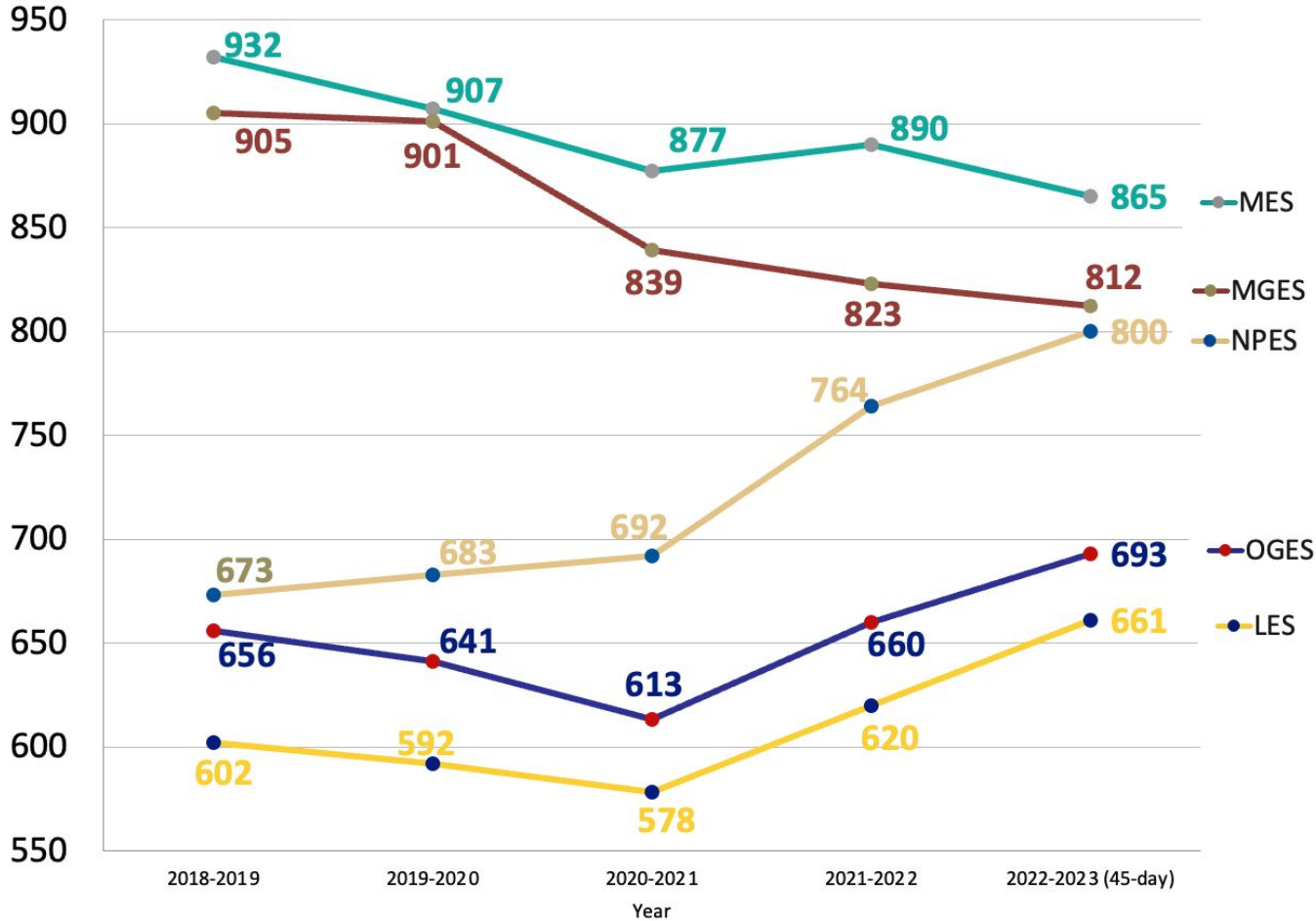
Has the need for ES #18 changed since 2018?

Yes. See Slides 15-17

2022
Development
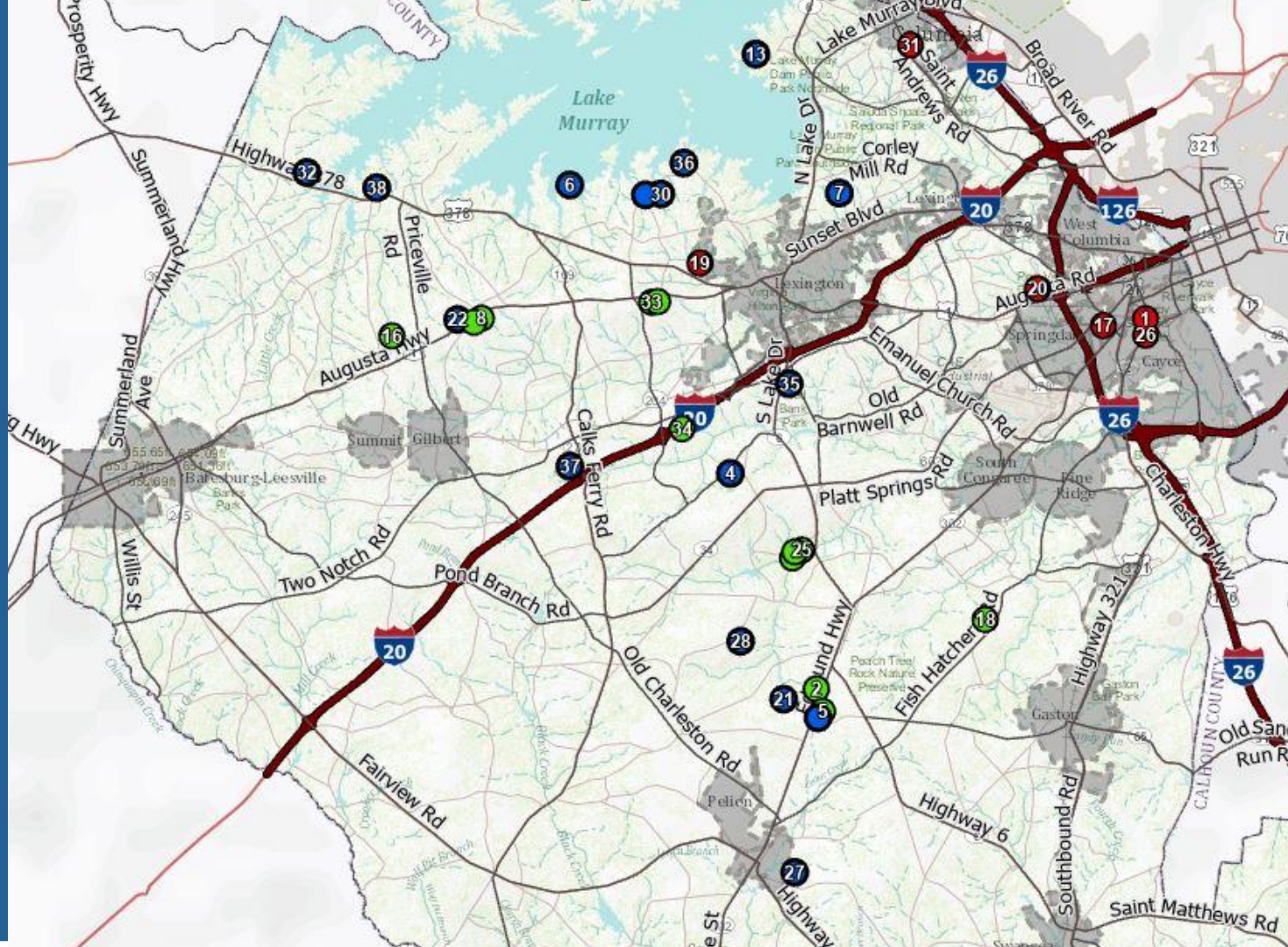
River Bluff Zone Elementary Enrollment by School

School	Referendum Projection (22/23)
MES	948
MGES	958
NPES	737
OGES	665
LES	587
3,895 projected 3,831 actual 64 difference	

K-5 Future Projected Enrollments

School	2023-2024	2024-2025	2025-2026
LES	668	667	679
MES	825	795	781
MGES	792	759	743
NPES	770	766	742
OGES	682	669	667

How many portables are currently being used for instructional purposes at the elementary level?

GILBERT
- CES 0
- GES 0

LEX.
- LME 0
- DES 3
- NPE 4
- LES 0
- RCE 2
- PHE 21

RB
- NPE 4
- MES 3
- LES 0
- OGE 3
- MGE 8

WK
- SGE 0
- DES 3
- WKE 0
- CSE 17
- OGE 3
- RBE 5

PELION
- FPE 0
- PES 0
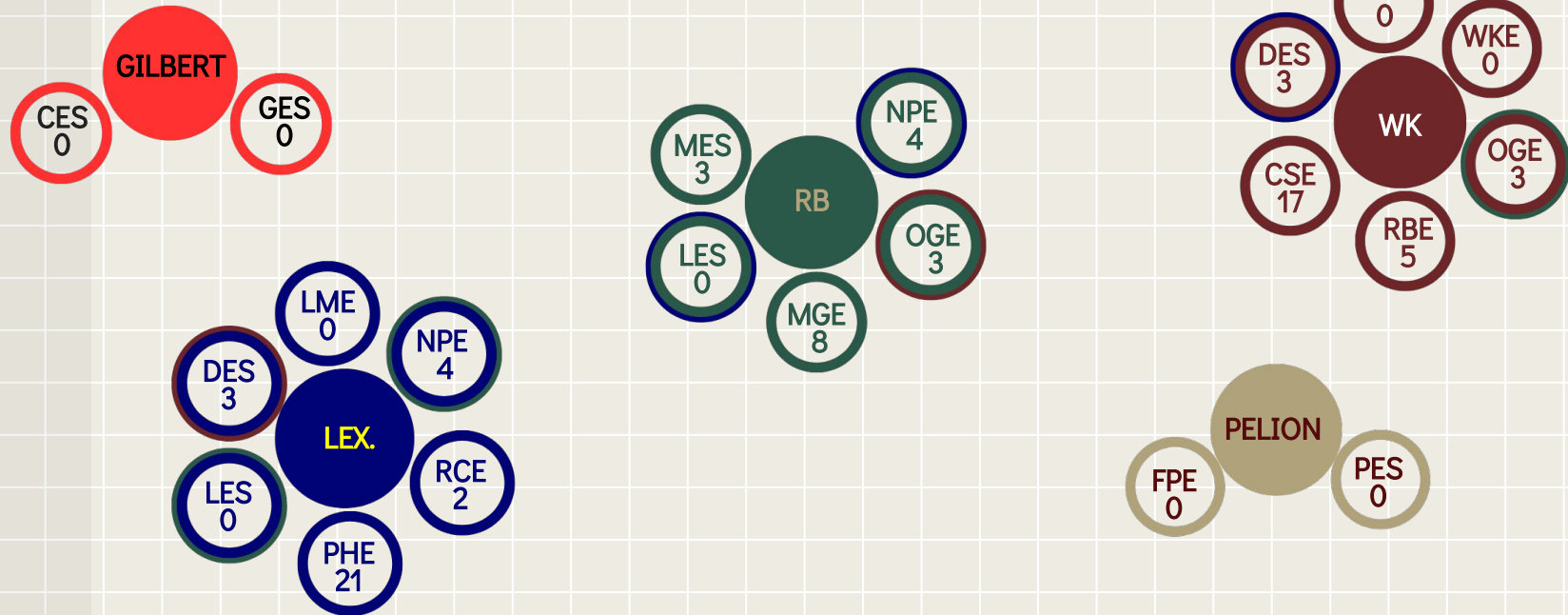
Is there land to build Elementary #18?

We believe land is available. We are in the process of obtaining a real estate agent through our procurement procedures.
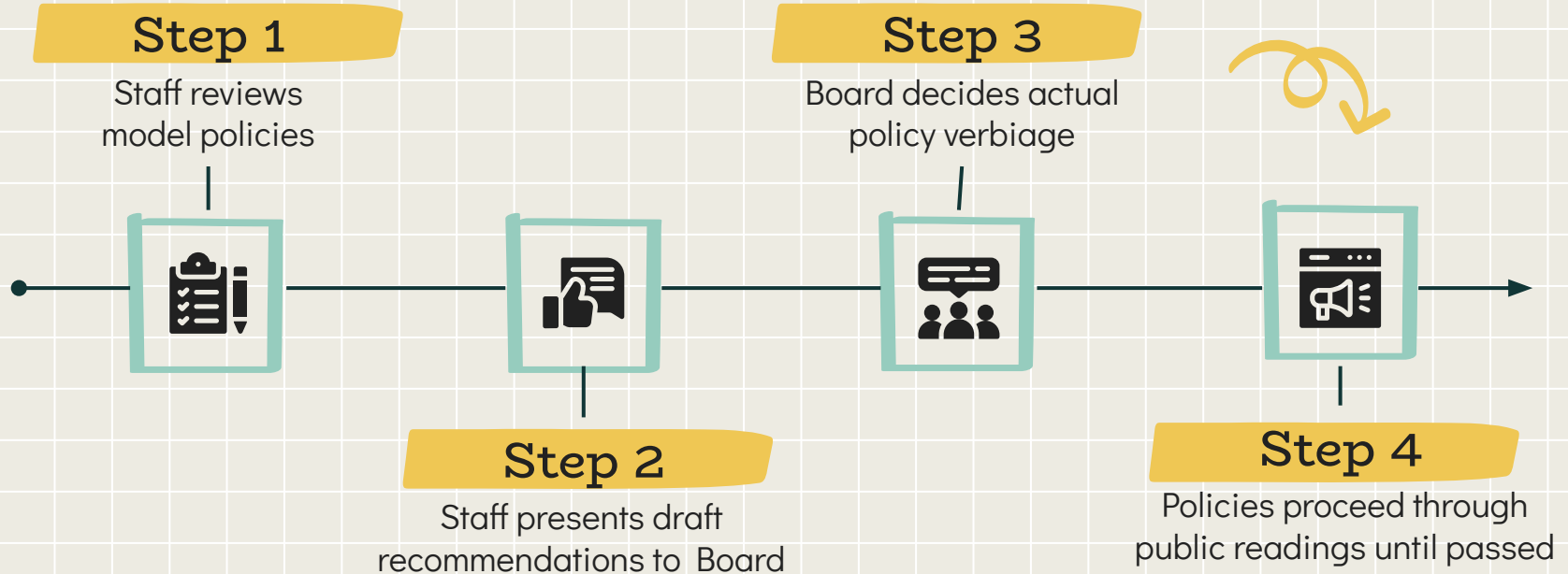
This professional will support the district in all land acquisitions and disposals. If we move forward with ES18 we will work with the agent to purchase land for the site. Even if we do not move forward with ES18 at this time the board may wish to consider acquiring property for future use.

What are the pros and cons of not building ES #18 now?

Pro and Con: Cost and enrollment fluctuations

Con: The District loses the ability to borrow the $33.5 million approved in the 2018 bond referendum

Process for Reviewing Policy Manual

Step 1
Staff reviews model policies

Step 2
Staff presents draft recommendations to Board

Step 3
Board decides actual policy verbiage

Step 4
Policies proceed through public readings until passed
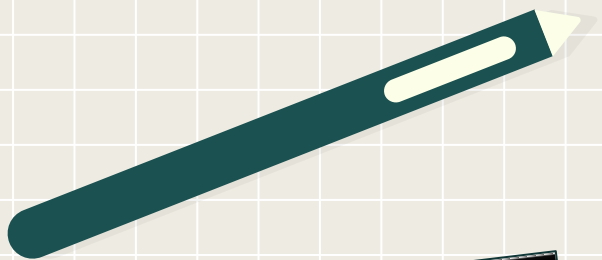
Deliverables: Mid-year Status Report

90-Day List

First Semester

Additional Updates

★ Electronic Board Agenda management system - piloting in March (Procurement Process undertaken within 12 months)

★ End-of-year Deliverables

★ March and April Board meeting locations (WKHS and GHS)

★ Other

First you want me to walk and talk..

Then you want me to sit still and keep quiet
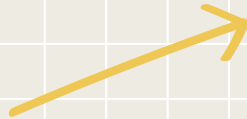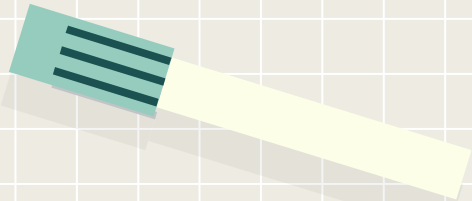
Questions?

90-DAY DELIVERABLES
Priority One

Increase safety/security vigilance through effective protocols and practice.

1

REVIEW SAFETY DRILLS AND COMPLETE SAFETY TRAINING

- All second lockdown drills are scheduled.
- The second semester Civilian Response to Active Shooter Events (CRASE) training is scheduled.

2

WORK WITH LAW ENFORCEMENT TO INCREASE SAFETY/SECURITY MEASURES AND PRESENCE

- Planned active shooter/ reunification training —July 11, 2023 at RBHS
- School security positions filled with contract with security company
- Completed two additional behavioral threat assessments trainings for designated school employees

90-DAY DELIVERABLES
Priority Two

Increase the percentage of students who are progressing on-time with the requisite skills for success at their current grade levels.

1 ACCELERATE GROWTH IN MATH

2 ACCELERATE GROWTH IN ENGLISH/LANGUAGE ARTS

- Implemented action plans
- Conducted mid-year reviews
- Administered i-Ready benchmark tests
- Implemented progress monitoring system
- Completed active implementation reviews to inform budget process for 23-24
- Model classrooms and lab-site experiences are open and visits are actively happening
- Analyzed school needs to determine staffing and support solutions

90-DAY DELIVERABLES
Priority Three

Improve the conditions that lead to student success by utilizing a system of advocacy for each child that facilitates healthy behavioral and mental growth.

1

WORKING TOWARD CONSISTENT IMPLEMENTATION OF BEHAVIORAL AND MENTAL HEALTH SYSTEMS

- Implementing new elementary behavior intervention program
  - Professional learning
  - Behavior Intervention toolkit at every elementary
  - Hired certified behavior interventionist and two instructional assistants
- Continuous improvement of behavioral and mental health learning resources and activities
- Analyzing discipline and attendance data

2

ADDRESSING INCREASE IN MENTAL AND EMOTIONAL HEALTH ISSUES

- Behavioral health assessments completed and interventions started
- School mental wellness teams meeting monthly
- Implemented Governor's Rehabilitative Behavioral Health Services (RBHS) for in-school mental health counseling
- Promoting Employee Assistance Program (EAP) as a resource for employees who need support

90-DAY DELIVERABLES
Priority Four
Expand strategies to attack staffing shortages.

1 INCREASE PATHWAYS FOR LEXINGTON DISTRICT ONE GRADUATES TO BECOME DISTRICT EMPLOYEES

2 DIVERSIFY RECRUITMENT AND RETENTION STRATEGIES

- Exploring partnerships to expedite bachelor's degree in education for L1 students
- Developed system to track contact with emerging and future educators
- Surveying candidates from the Teacher Recruitment Fair
- 37 Letters of Intent to Hire issued at January Teacher Recruitment Fair
- Support Staff Employment Open House on March 8, 2023

- Work continues on benefits calculator
- Surveyed Carolina Teacher Induction Program (TIP) participants and collected feedback from principals
- Creating an account with US Citizenship and Immigration services to expand work eligibility for international teachers
- Unpacking data collected from more than 80 stay interviews

3 TRANSPORTATION — ADDRESS BUS DRIVER VACANCIES

- Develop recommendations regarding transportation personnel for 2023-24 budget planning.
- Participating in Support Staff Employment Open House
- Billboard and social media advertising continue

28

90-DAY DELIVERABLES
Priority Five
Address near-term communication needs.

1 CORDINATION OF BOARD ELECTION COMMUNICATION

- New board members sworn in.
- Took photographs of new board members and updated website.
- Shared information on newly-elected board members
- Strategic planning community meetings planned for Feb. and March in each attendance zone.

2 ONBOARD OF NEW CCO

- Transition to new CCO complete.
- Complete organization of files/documents
- LMS dedication scheduled for March 2.

90-DAY DELIVERABLES
Priority Six
Use resources wisely to address 2022-23 priorities and longer-term strategic plan goals.

1

WORKING TOWARD COMPLETION OF 2018 BUILDING PROGRAM

- Secured a guaranteed maximum price for elementary school #19.
- Held a board work session to review:
  - bond referendum guidelines and requirements
  - enrollment number for River Bluff attendance areas
  - proposed residential developments
  - vacant district property
  - funding options
 - timeframe from action regarding Elementary School #18

2

LAUNCHING REFRESH OF MOBILE LEARNING DEVICES

- Technology working group reviewed results from technology refresh survey
- Completed technology audits for about 70% of schools and office buildings
- Developing a usage report for software applications
- Finalized budget for purchase of devices for 2023-2024 school year

3

**ENSURING ADEQUATE RESOURCES TO ADDRESS IMMEDIATE PRIORITIES AND STRATEGIC GOALS**

- Student enrollment projections for fiscal year 2024 completed.
- Projection for 10-year student enrollment/teacher FTE template completed a
- Budget timeline provided in December
- Budget advisory council met in January 2023.
- Budget planning work session with Board on January 24
- ESSER analysis continues

End-of-Year Deliverables

Deliverables based on 2022-23 Priorities

D R A F T
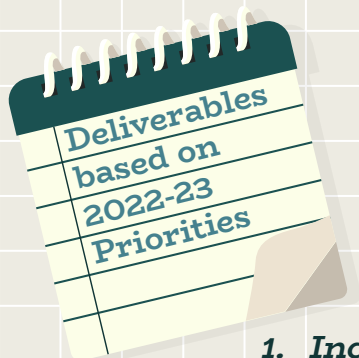
1. Increase <mark>safety/security</mark> vigilance through effective protocols and practice.
2. Increase the percentage of <mark>students progressing on-time</mark> with the requisite skills for success at their current grade levels.
3. Improve the conditions that lead to student success by utilizing a system of advocacy for each child that facilitates <mark>healthy behavioral and mental growth</mark>.
4. Expand strategies to <mark>attack staffing shortages</mark>.
5. Address <mark>communication needs</mark> for strategic planning process, engagement and transition with new Chief Communications Officer
6. <mark>Use resources wisely</mark> to address strategic priorities.
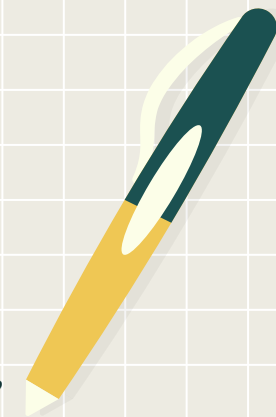
Key Performance Indicators - Feedback
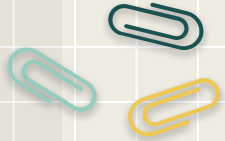
Student Goal
Increase the number of schools moving upward in School Report Card ratings

Student Goal
Increase percent of students performing on grade level and meeting growth goals

Student Goal
Increase graduation rate and "student on track" percentage

Student Goal
Increase percentage of seniors meeting college/career readiness indicators

Family Goal
Increase parent participation in school engagement opportunities

Staff Goal
Increase staff participation in decisions impacting practices

Were February Items Sufficiently Addressed?

Annual Board Work Calendar*	Are we on track with respect to the Board's Annual Work Calendar? Adjustments?
2022-24 Key Performance Indicators	What are some primary indicators that public schools are working effectively?
FOCUS ON ACADEMICS: Mid-year Performance Review	1. Mid-year student achievement update 2. First Semester Deliverables Status Report 3. Second Semester Deliverables 4. Superintendent Job Performance - Discussion of 4 of the 6 evaluation standards*
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Link to *Annual Board Work Calendar

Link to *Superintendent Evaluation Tool