

10 22 2013 SPECIAL Work Session 8 30 AM

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New Business

Board Agenda Review

Discussion

Item 1

1. [8:30 - 10:00 AM Alignment Nashville](#)

Minutes:

Sidney Rogers, Executive Director Alignment Nashville Leadership, provided a brief history on the educational challenges Nashville, Tennessee faced before the creation of Alignment Nashville. The 501c3 nonprofit organization was created to align community organizations and resources so that their coordinated support of Nashville's youth had a positive impact on public school success, children's health, and the success of the community as a whole.

Challenges and Opportunities - 2002:

- many non-profits working with schools
- no overall coordination
- individual school access
- high resource consumption (money, people)
- school administration drain
- overall negligible impact

#### Power in collaboration through:

- Greater returns on investments
  - Common goals, less duplication, more efficiency
- Higher quality services
  - Broader perspective, wider expertise, wiser application
- Enhanced capacity
  - Collective effort, shared resources, more impact
- Local funding leverage
  - Community investment, proven pilots, national funding

#### Principles:

- Enable children to be successful
- Align with school system's priorities
- Support school system's strategic plan
- The work is generational
- Focus on those with greatest need
- Target academics and the whole child
- Comprehensive and multifaceted approach

Alignment Nashville is governed by a Board of Directors, which appoints an Operating Board to oversee Committees, or "Design and Implementation Teams". This structure provides varying levels of involvement and leadership, engaging a wide range of stakeholders in different ways. This structure also provides sustainability, ensuring broad involvement that insulates the organization from changes in leadership in any one stakeholder group.

#### Organizational Process: Structure

- Board of Directors (Governance) (highest level community stakeholders)
- Operating board (Operations) (Action-oriented leaders) (City-wide network and Peer accountability)
- Grade Level Committees; Children's Health Committees; Special Population Committees (Design and Implementation Teams) (working groups)

#### Principles of Committee Work

- Adhere to defined committee process and structure
- Design pilot projects based on specific, measurable, outcomes
- All viewpoints valued and heard
- Committee process is collaborative
- Committee outcomes align community resources behind the public school system's goals
- Committees do not determine what to accomplish, only how to accomplish what the public school system has determined is needed through its strategic planning process
- Engage community organizations

- Pilot projects design based on data and community research
  - Step 1 - Design a solution
  - Step 2 - Community engagement
  - Step 3 - Pilot implementation and evaluation
  - Step 4 - Scale up
  - Step 5 - Ownership (long-term evaluation and oversight)

ACCEPTANCE AND FIDELITY OF IMPLEMENTATION BY THE SCHOOL DISTRICT HAS BEEN AN ESSENTIAL SUCCESS FACTOR.

Mrs. Cunningham questioned how the Polk County School District, with its unique geographic area and 17 municipalities, would engage and bring them together. Mrs. Rogers provided the names of two school districts (Mississippi and California) with similar demographics to contact for comparison data and suggestions.

Mrs. Fields asked what immediate resources (if any) are needed to establish the program. Mrs. Rogers responded that a Coordinator and 1/2 secretary were needed along with technical assistance from Alignment Nashville (AN). Mrs. Rogers reported that Alignment Nashville's initial funding (\$6.5 million) was through a Smaller Learning Community grant.

Mr. Harris asked how local chambers of commerce were involved. Mrs. Rogers responded that the National Chamber of Commerce (largest in US) helped with the implementation of AN, worked to establish academies, and a regional chamber president serves on the governing board. However each community looks different; chambers may be active in one district but not so much in another.

Mr. Mullenax asked when the community and district would see the benefits the process. Mrs. Rogers replied that it varies; in Rockford, Illinois it was evident after 2 years, in Nashville, it was about 5 years.

Audience comments:

- The Board of County Commissioners provides funding for several early childhood agencies. Through this program, it will not be clear who is receiving funding and how much is available until everyone is working toward the same goal.
- To buy into the system and enjoy a better Polk County it is to our advantage to survey the business community to see if they are on board. It will take strong business partners to make this successful. What would be the best approach to make that happen?
  - Mrs. Rogers stated that Chambers of Commerce took lead in Nashville; when you have multiple chambers, the alignment process allowed them to come together to work on specific strategies of improvement. She suggested an announcement be made that Polk County is rolling out the program, invite them to the meetings, seek advice from current and newly-established alignment communities.

- Is this initiative specific enough to help students at the "D" and "F" schools?
  - Mrs. Rogers provided examples of how different committees addressed issues at other Alignment communities. She stated that you need to fix the broken kids but look at the systemic structure to see what needs to change.

Mrs. Fields commented that parents are critical to the success; the School Board cannot do it alone.

Mr. Berryman stated that now is the time for the entire community to support the district's strategic plan for academic achievement. It is not a public school initiative; this would be a Polk County initiative.

## Item 2

### 2. [10:00 - 12:00 PM Strategic Plan](#)

Attachment: [Strategic Plan version 10 22 13.pdf](#)

Attachment: [Glossary 10 17 13.pdf](#)

Minutes:

Superintendent LeRoy commented that when she first arrived in Polk County she was charged by the School Board to finish the Strategic Plan and to ensure that it included solid, measurable outcomes for student achievement, graduation rate, discipline, safety, operations, and other areas. We have challenges (as do most districts across in the nation) in accelerating achievement for all students, eliminating the achievement gap, and building capacity of our leadership and teachers.

One of the first things she knew that we must do is to ensure that we have a Strategic Plan that was tightly aligned with a comprehensive-aligned instructional system. That will drive our successes as we move forward. These tools will allow for common expectations, common measurements, and ensure that we have consistent district support in every school and in every classroom.

In order to reach the goals of becoming a high achieving District, we must have a comprehensive strategic planning process that ties to sustained continuous improvement. It will ensure that our short term decisions are based on our long term goals. It will allow our leadership to be proactive rather than reactive. It will align daily decision making, problem solving, and financial commitment to those short and long term goals. It will provide a shared responsibility for our outcomes. The Plan will provide transparency and build trust. It will also provide opportunities to use a systemic approach to improve the efficiency of cross-functional operations and reduce the silo approach.

The five areas identified remain the same:

- Student Achievement
- Stakeholder Partnerships
- Safe and Secure Environment
- Staff Learning and Growth
- Support and Resources.

The Strategic Plan should be in policy and approved by the Board. The format has been changed to include goals, objectives, and measurable outcomes in the main part of the Plan that becomes policy and is Board approved for the five (5) year period. The Strategies and Action Steps will be a part of the Appendices because they will continually change depending on the successes of the measurable outcomes. A Glossary has been included as well.

The 2013-2018 Strategic Plan will be presented to School Board for approval on November 12, 2013.

The Board Members complimented the Superintendent and her staff for the information provided and the new format. The Glossary and Appendix were very much appreciated as well as the backward mapping process used because it allows the ability to have incremental goals. It creates the ability to have the small stepping stones of success. This Plan will be a living document used on a daily basis.

Mrs. Wright named several areas she did not see in the Appendix:

- a reference to the Alignment Nashville process
- a strong presence on the mastery of basic skills in the early grades
- skills in sequence from K-2 basics
- leading indicators for evaluations

Mrs. LeRoy stated that the document has not been revised; what is in the Appendix was in the original document. However, there will be sections around fluency in math, in principal evaluations and foundation of skills to support reading. Once it is approved in November, we will begin looking at the action steps and strategies to ensure they are directly aligned to our goals.

Mr. Berryman feels the target to meet or exceed the achievements of the State and surrounding districts (Pinellas, Volusia, Duval, Lee, and Osceola) is critical if we aspire to be above the state average in all categories. The Superintendent responded that we will work to be above the state average (even as it advances). We should be comparable with the State or above if we get to the "A". She commented that the five comparable districts have very different demographics than Polk. We will continue to track the comparison data as an indicator.

Mrs. LeRoy noted that new to the plan are specific targets for Operations, Transportation, Food Services and several other areas. Because they support

students, they should be included.

Mr. Mullenax commented that the amount of information provided is staggering. He feels the most important part is that it's measurable; everyone has goals and accountability will follow as we meet those goals. He believes the goals are now more realistic and can be accomplished.

Mrs. Wright commended the Superintendent for setting targets for each individual school.

Consensus from Board to go forward with draft for public comments.

Information

Adjournment

Meeting adjourned at 11:23 AM. Minutes were approved and attested this 10th day of December, 2013.

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Dick Mullenax, Board Chair

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Kathryn M. LeRoy, Superintendent