

Board of Education Agenda Item

Board Meeting Date: June 14, 2017

The board approved 42 strategic outcomes for the 2016-17 school year. An end-of year [report](#) shows that 36 outcomes are completed or on track, two are off track, and four have been delayed until next year. Overall, the district has made great progress, especially in the most important strategic pillars of academic excellence and culture of character. Areas where we made less than satisfactory progress are where resources are limited or where we have had to rely on external partners and conditions to fulfill the objective.

Highlights:

- A major shift in instructional leadership has been the empowerment of team leaders in content areas (math, science, English, social studies, crew) to allow planning and professional development to be more teacher-led within broad goals and parameters established through the strategic plan.
- Crew has taken root in grades K-8 and is under redesign for grades 9-12.
- The capstone initiative met its targets for the pilot year and is on track for full implementation for the graduates of 2018.
- The focus for leadership professional development this year was on coaching, with the goal that teachers and administrators engage in more frequent, formative coaching cycles because coaching is one of the few proven approaches to differentiated professional development for teachers. Administrators are still at varying stages in using this approach to coaching, but all schools are on track to full implementation, and we will continue this effort next year.
- Enormous progress has been made on school construction and staff housing. Those projects are all on schedule and, overall, on budget.
- The community engagement process around the Riverview School was authentic and inclusive. Rather than telling the community what kind of school we were giving them, we genuinely let them tell us what kind of school they wanted. We are responding.
- At a time of national controversy, the district responded with strong expressions of support for all members of the community. In addition to a board resolution and a strong public statement, we partnered with other community organizations to provide outreach and education for parents, teachers, and students. This work will be ongoing next year.

Challenges:

- Limited financial resources make it difficult for us to pay competitive and, in some cases, equitable salaries and benefits. We will need to continue to work on this next year. Staff housing should help in retaining and recruiting teachers on the lower end and middle of the salary schedule, but we still lack the incentives to retain and recruit hard-to-fill positions and leaders.
- Controversy over staff non-renewals and displacements diminished the enthusiasm around opening a new school. Trust with staff broke down and confidence in the collaboratively negotiated policies we use to make judicious decisions was undermined.

- Activities around bond projects consumed disproportionate amounts of time. We did not fully anticipate how much time these demands would take away from other priorities. Next year, with building construction still underway and the Glenwood Springs bridge project in the fall, we will better anticipate and budget time and resources, recognizing that this will limit what else we can accomplish.

Next Year Goals:

The leadership team and executive team have not yet had full opportunity to reflect on progress this year and regroup for the purpose of establishing strategic goals to recommend to the board of education for the 2017-18 school year. While continuing to manage the many strategic initiatives contained in the strategic plan -- crew, capstones, increased college readiness, student engagement, differentiated supports, talent development, strategic use of resources, parent and community engagement and partnership -- we will want to be more mindful of the number and volume of initiatives that individuals are responsible for in their daily work, and streamline the number of competing demands placed on staff members.

Instructional goals will continue to emphasize instructional coaching; high quality, differentiated professional development; and a culturally responsive, restorative, trauma-informed approach to supporting student behavior. Crew and capstones will require ongoing effort to maintain and improve.

In addition to finishing the major construction projects underway throughout the district, we will want to use the facilities improvements as an opportunity to re-envision how we use space flexibly and collaboratively to enhance learning. Finally, the Grand Avenue Bridge construction will consume enormous attention and resources and change how we conduct work for the start and first half of the school year.