



HEREFORD INDEPENDENT SCHOOL DISTRICT

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## **Goals for the Superintendent and School District**

**2010-2011**

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*Prepared for the Hereford ISD Board of Trustees: August 24, 2010*

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## **I. Fiscal Matters**

### ***Focus: Preparation of a Report to the Board and Community regarding Facilities Upgrade & Maintenance***

I will facilitate extensive discussion with the board and district leadership to determine the short and long-range goals for providing 21st century classrooms for all students in the district. The direction of the decisions will be based on the findings, communication and intentions of the committee, school board, and administrative leaders. Legislative decisions will help to frame the issues of equity and accessibility in regard to available resources. Ongoing work with internal and external funding/securities personnel will be utilized.

*Target Report Dates: October 2010, January 2011*

### ***Focus: Cost-Effective Instructional Supplies and Materials, and Professional Development for Hereford Public Schools Staff***

Hereford ISD campuses and curriculum division will be provided the local control to purchase supplies and materials that reflect local need as illustrated in the Campus and District Improvement Plans.

Hereford ISD staff will participate in meaningful professional development and training. Hereford ISD will assist staff with meeting licensure/recertification needs through a local, collaborative professional development effort.

During the 2010-2011 academic year, I will work closely with our Assistant Superintendent for Professional Learning, campus principals, and the Curriculum Division to ensure that professional purchases and training are:

1. Relevant to professional needs;
2. Cost-effective for campus and district;
3. Aligned with specific campus and district improvement plans and
4. Defined so as to ensure consistency of practices within classrooms and between schools.

Monthly reports regarding the frequency, and expenditures of professional development will be made available to the board.

*Target Completion Date: May 2011*

## **II. Efficiency of Operations**

### ***Focus: Communication***

During the 2010-2011 year, I will provide for the expansion and update of the Hereford ISD district website. Options to enhance parental participation in sharing information through tools of receiving and posting relevant information will be investigated.

***Target Completion Date: May 2011***

### ***Focus: Board Goals***

During each academic year, to support the Framework for School Board Development, as required under the Texas Education Code Ch. 61, Subchapter A, I will facilitate the HISD board in developing or reviewing the board vision statement, major board activities, requested training and performance goals.

***Target Completion Date: Ongoing***

### ***Focus: Board Training***

During the 2010-2011 year, I will promote board understanding and availability to resources that promote governance skills with particular attention to supporting knowledge of legislative activity and decisions that relate to public school finance and accountability.

***Target Completion Date: March 2011***

### ***Focus: Hereford ISD District Leadership Team Development and support of the 2010-2012 District Improvement Plan***

**During the 2010-2011 academic year, the Hereford ISD District Leadership Team will comprehensively analyze, provide direction for the execution of, and evaluate the following goals:**

GOAL 1 – Provide for science labs at every campus with District Instructional Science Coaches to facilitate the labs. (K-2 & 3-5) HHS and HJH science labs facilitated by department heads.

Objective 1.1 Establish feasibility group to study costs, resources, space, personnel, and professional development.

Objective 1.2 100% of the HISD elementary campuses will schedule instructional aides to assist as lab facilitators in collaboration with teachers and District Instructional Science Coaches.

Objective 1.3 Implement labs at 100% of the elementary campuses with secured personnel and distance learning provided by District Instructional Science Coaches.

GOAL 2 – All students attending Hereford ISD will be reading on grade-level b 3<sup>rd</sup> grade.

Objective 2.1 The role of the campus reading specialist becomes one of a reading coach, a campus resource for classroom teachers.

Coaches train, model, co-teach, etc. with classroom teachers the strategies and practices to enhance learner progress so that 100% of grade 3 students are reading on grade-level.

GOAL 3 – Indoor activity areas to be provided at each elementary campus.

Objective 3.1 Provide each elementary campus with an indoor recreational activity building.

GOAL 4 – Grow our own teacher/administrator program including incentives for advanced degrees.

Objective 4.1 Retain 90% and recruit teachers from our Hereford community.

Objective 4.2 Provide annual opportunities for teachers to investigate becoming an administrator/counselor/diagnostician or any other advanced degree.

GOAL 5 – HISD alternative campus committee will investigate alternative campuses in our region and across the state to determine if a separate alternative campus should be established for students in HISD.

Objective 5.1 Present information to the superintendent and board from successful alternative campuses in our region and across the state to determine which would be most suitable for HISD.

Objective 5.2 HISD alternative campus committee will determine the need for a separate alternative campus and present findings to the superintendent and board.

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GOAL 6 – Develop a progressive and sustainable source of technology for students and staff.

Objective 6.1 Hereford High School will have an expanded technology refresh to develop capacity for portable learning devices so that all 9<sup>th</sup> and 10<sup>th</sup> grade students will have 24/7 access to a portable learning device.

Objective 6.2 Hereford Junior High School will have an expanded technology refresh to develop capacity for portable learning devices so that all 8<sup>th</sup> grade students will have 24/7 access to a portable learning device.

Objective 6.3 All five elementary campuses will have a variety of access to technology in 100% of the classrooms.

**Collaborative assessment will take place through the DLT to manage the 2010-2012 DIP that will focus on the six areas of school improvement: Curriculum, Staff, Student, Safety and Facilities, Parent and Community, and Technology Issues.**

***Target Completion Date: June 2011***

***Focus: Hereford ISD Development of the Culture of the District***

During the 2010-2011 academic year, the Hereford ISD Administrative Team will comprehensively assess the efficiency and consistency of building and district-wide operations, including, but not limited to response to the Six Critical Systems: Directional, Knowledge Development and Transmission, Recruitment and Induction, Boundary, Power and Authority, and Evaluation. This collaborative assessment will take place through:

1. Annual Hereford ISD Administrative Team Retreat (January 2011);
2. Monthly Administrative Team Meetings/Professional Development Sessions;
3. Monthly Principal Meetings at Central Office;
4. Relevant travel and training to support professional growth; and
5. Annual performance review of District and Campus Administrators.

Sustained professional development for the administrative team during the 2010-2011 academic year to focus on the leadership challenge series: Encouraging the Heart Workbook (Kouzes & Posner, 2006). Encouraging the Heart is about the principles and practices that support our basic human need to be appreciated for who we are and what we do. It's about how leaders can apply these principles and practices to their daily work.

*Target Completion Date: February 2011, May 2011*

***Focus: Effective Observation & Evaluation Practices of Campus Principals***

Principal performance will be based on the Principal Coaching tool to facilitate collaborative leadership.

**Principal Rubric**

**I. Instructional Management Learning/Planning/Improvement**

- a. C-Scope and Curriculum Management
- b. Instructional Practices
- c. Response to Intervention
- d. MAD Monday
- e. Assessments
  - i. Screeners
  - ii. 6-week
  - iii. Mid-year

**II. Leadership**

- a. Campus Improvement Plan and Learning Climate
- b. Data Analysis Facilities
- c. Professional Development
- d. Campus Culture

**III. Campus Management**

- a. Planning and Organizational Skills
- b. Communication
- c. Parental Involvement
- d. Vision, Mission, Values, and Goals
- e. Staff Evaluation

**IV. General Responsibilities and Skills**

- a. Internal District Relations
- b. Management Skills
- c. Resource Management
- d. Management of Admin, Fiscal and
- e. Student Management
- f. Professional Growth

*Target Completion Date: February 2011, June 2011*

***Focus: Effective Coaching Practices of Campus Principals and Effective Documentation***

Attend to the individualized needs and concerns at each campus by providing reflective dialogue, monitored practices and comprehensive documentation so that campus principals in need of development can continue to mature in their craft and better serve the district.

*Target Completion Date: February 2011, June 2011*

### **III. Curriculum & Instruction**

#### ***Focus: Program Implementation & Accountability***

In partnership with the Curriculum Division, I will:

1. Maintain a matrix to determine the effectiveness of existing programs and assessments while forecasting the need for alternatives (e.g., alternative educational models, programs, and grouping structures) to better meet the needs of our students.

*Target Completion Date: May 2011*

#### ***Focus: Development of an Articulated Enrichment Program***

The Hereford Independent School District currently provides Gifted and Talented support to students in grades two through eight, advanced course work in grades 9-12 (including Advanced Placement and Dual Credit), and enrichment support to students in grades Kindergarten through five.

In review of the current program, we have found that the Gifted and Talented/Enrichment program lacks articulation, consistency and coordination between the elementary and secondary levels.

In partnership with the Curriculum Division and Enrichment Program Study Team I will implement the restructuring of the Hereford ISD enrichment program as appropriate and to the extent practically possible, to better meet the needs of our advanced learners.

*Target Completion Date: May 2011*

#### ***Focus: Development of an Articulated Discipline Program***

Investigate, report and recommend action for alternatives in discipline that provide for safe and secure campuses. Alternative settings such as “Boot Camps” as a disciplinary alternative will be considered as options to the use of corporal discipline.

*Target Completion Date: February 2011*

## **IV. Hereford ISD Community Relations**

### ***Focus: Improved Hereford ISD Board Communications***

Continuing to build upon the trust and communication with all board members , in 2010-2011 I will:

1. Correspondence (via email and telephone) with all members of the Hereford ISD Board of Trustees and district leadership, especially when time-sensitive or emergency updates must be relayed;
2. Provide weekly/bi-weekly (as appropriate) **Board Notes** is an effort to ensure strong communication between Central Office and the board to effectively brief members of the board so that they may be well informed on school matters when communicating with the Hereford community as elected officials.

*Target Completion Date: Ongoing*

### ***Focus: Improved Hereford ISD Community Communications***

The HISD superintendent and administrative team will work to maintain/enhance community relations through:

1. District Newsletter,
2. Monthly superintendent article for the Hereford Brand,
3. Ask the Superintendent interactive website communiqué,
4. Weekly school activity reports in the Hereford Brand,
5. Maintain administrator visibility in the Hereford community and at school activities,

*Target Completion Date: Ongoing*

### ***Focus: Improved Hereford ISD Political Influence***

The HISD superintendent and administrative team will work to maintain/enhance community, state and federal political influence through:

1. Maintain administrator interactions at the state and national level through active participation in strategic networks. (Superintendent- TASA/AASA, SLN, TASC/NASCD, NSDC, TASB, PSLA, Panhandle P-16 Council)

*Target Completion Date: Ongoing*