



# VISIONING SESSION

January 27, 2014



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# 1. District Organization and Management

- New five-year strategic plan implementation recently completed
- Goals are defined in the plan
- Recently reorganized central office
- In comparison to similar districts, believes they are on the cutting edge of achieving CCSS standards
- High school reform work is a national model, best in the country
- CSS incorporated has looked at business processes. Reorganization of Human Capital is underway.

# 1. District Organization and Management

- Half of school board is new, not a lot of institutional knowledge
- Very diverse composition of the board
- Board is still coming together as a unit
- Very close working relationship with Metro Government (MG). A number of operations and business functions (e.g. payroll) are performed by MG
- There are a number of “hot topics” in connection with the MG relationship that we should explore

## 2. Educational Service Delivery

- The strategic plan is guiding their work
- There is a tool box they want children to leave with
- Partnered with the Buck Institute to assist teachers
- High level of community engagement and partnerships to enhance curriculum
- Believe in school-based empowerment
- Lead network concept with principals

## 2. Educational Service Delivery

- Within two more years all schools will be led by a network concept leader
- Biggest Need-teacher shifting to common core. Teacher professional development to implement common core
- Will be training teachers to use technology to integrate into their teaching
- The technology plan include these initiative
- There are action plans for everything and is tied to the strategic plan

## 3. Community Involvement

- They make the most of limited resources=strength
- Has bilingual social media
- Team is very responsive in this political environment
- Need to improve on internal communications
- They are addressing this issue
- Look at alignment Nashville and Pencil foundation
- Has a lot of business engagement and partnership
- Also engages in the community in which the school exists

## 3. Community Involvement

- Community Achieves program supports individual schools in their specific community
- The community engagement model is very extensive
- Customer service department provides opportunity to relieve the burden on schools but be available to parents/community

## 4. Human Capital

- Reorganization took place recently
- Talent strategy component focuses on hiring the best quality staff possible
- Streamlining and aligning process including policies and procedures
- Developing handbooks and guides around specific subjects
- Got rid of the paper-gone electronic
- Have SharePoint and Kronos
- Tenure law has changed

## 4. Human Capital

- Change in licensure requirements is now based on student achievement
- Teacher evaluation is based on student performance
- Only 30% of teachers have data about individual student performance
- Teachers feel overwhelmed with the changes being implemented
- Laws conflict with each other comply with one and end up breaking another

## 5. Facilities Management and Use

- Challenge-Consistent capital funding
- 43 years is average age of facilities
- Deferred maintenance and cost of labor is an issue
- Have outsourced custodial recently
- Overutilization of facilities is an issue
- Contracted a construction manager to augment staff. They are looking at maintenance function and how they collaborate with Metro Govt.
- Have a thorough process for evaluating facilities.
- Using MGT software to provide an objective conditions score to each building

## 6. Financial Management

- CSS International came in 3 years ago and evaluated financial functions
- Electronic procurement, Electronic signature added
- Reorganized and streamlined business processes
- Undertaken school-based budgeting
- Piloted a few schools this year
- Has contract with ERS to help with weighted student funding

## 7. Food Services

- Dept. is in transition, new director
- Called school nutrition
- Changing the culture
- Challenge is increasing participation with nutritious meals
- Looking at providing free meals and related challenges with doing that

## 8. Transportation

- New director is revamping the entire department
- Capital funding and life cycle planning for school bus replacements is a challenge
- Addressing the challenge is getting the buses to run on time
- Lost a court case related to special education
- Large number of special education students being transported resulted from loss of court case.
- Two types of buses serving the same stops
- Very extensive special education service because parents want it for their child

## 9. Safety and Security

- Have own Safety & Security Dept.
- Works closely with Metro Police Dept.
- Joint venture with Mayor's office, school system-targets truancy issues
- Streamlines service provision to families
- Look at the Metro student attendance initiatives
- Has challenges with alternative schools
- Has neighborhood challenges that affect the schools

## 9. Safety and Security

- Has a data warehouse developed 6 years ago that maintains data on teachers and student. Adding financial data.
- Data warehouse is fed by the ERP-very powerful tool
- Wednesday afternoon at 2 having meeting on data list and enterprise data warehouse to streamline request

## 10. Technology Management

- Lack of knowing what year to year funding will be
- Challenges life cycle funding ability
- Has placed focused and emphasis on infrastructure
- Challenge is to maintain such a large network
- Challenge is to get teachers to use available technology for instruction-this is a big cultural change for teachers
- Has a learning dept. separate from IT
- Has a technology learning plan

## 11. Analysis of Total Spending

- They have done a lot of the work already
- The information is included in the budget book
- The budget won the ASBO award