



# Culpeper County Public Schools

*Office of the Division Superintendent*

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TO: Members of the School Board

FROM: Anthony S. Brads, Ed.D. *ASB*  
Division Superintendent

DATE: October 12, 2015

SUBJECT: Annual Goals

The Culpeper County School Board met on Thursday, September 3, 2015 with consultants from McPherson & Jacobson, L.L.C. to develop annual goals for the Division Superintendent. The collaborative process produced the following goals:

1. Plan for and communicate school improvement goals that reflect local and state needs that also ensure students are ready for the “next steps”:
  - Schools in warning present their SIP plans to the Board by October
  - All schools present their school improvement plans to the School Board by winter break and the following year have a report to the School Board about the plans and their results
  - Workforce Readiness report as to what the community is asking for in March
  - See improvement in the GAP groups for SIP schools
  - To identify what expectations are for the community for graduates and to identify strategies for meeting those expectations
2. Improve morale of teachers and staff:
  - All employees need to complete exit interviews and documentation thereof if not done
  - Demonstration of efficient meetings and planning time
  - Confidential employee survey that is available to all staff and that there is a certain percentage expectation of completion so it can be statistically valid – questions of importance to the employees satisfaction of work
  - Identify reasons for employee absences and figure out how to address the issue
  - Make a plan to address the Evergreen Salary Recommendation

Please see the attached “2015-2016 Superintendent Performance Goals - Action Planning Form” documents related to each goal for your review and consideration.

*“... equip and motivate all learners to maximize their potential.”*

**2015/2016 SUPERINTENDENT PERFORMANCE GOALS  
ACTION PLANNING FORM**

<b>Performance Goal:</b>	Plan for and communicate school improvement goals that reflect local and state needs that also ensure students are ready for the next steps – e.g., college, trade school or the workforce.			
Indicators	Time Line	Responsibility	Strategies	Evaluation
Schools in warning present their School Improvement Plans (SIP) to the Board by October	Sept./Oct. 2015 as identified by VDOE Note: Accreditation ratings are being updated: Schools in “warning” will be identified by the VDOE Office of School Imp. Mid-point update: Jan. 2016	Superintendent; Exec. Director of Instruction; Exec. Director of HR; and Building Principals	1. Update School Board on State accreditation process and new ratings 2. Seek School Board approval as determined by VDOE Office of School Improvement 3. Update School Board on progress of schools in warning as needed	Report findings in terms of the implementation and results of the SIP for schools in warning in conjunction with the timelines set by the VDOE Office of School Improvement: Estimate – Sept. 2016
All schools present their SIP to the School Board by winter break (extended to February) and the following year have a report to the School Board about the plans and their results	Sept. 2015 to Feb. 2016. Results for SIP Reported Fall of 2016 Mid-point update: Jan. 2016	Superintendent; Exec. Director of Instruction; Exec. Director of HR; and Building Principals	1. Implement new SIP format tied to CCPS Division goals	Report SIP results and plan updates in Sept. 2016
Workforce Readiness report as to what the community is asking for in March	Sept. 2015 to March 2016 Mid-point update: Jan. 2016	Superintendent; Exec. Director of Instruction; Exec. Director of HR; and Director of CTE and Technology	1. Seek input/feedback from Career Partners and Major Industry Council 2. Examine VA Dept. of Labor data on State and Local employment trends (high demand and high compensation)	Report findings in terms of alignment with current CTE course offerings for high school students to inform program and facility needs

<p>See improvement in the GAP groups for SIP schools</p>	<p>Sept. 2015 to May 2016. Results for SIP reported Fall of 2016 Mid-point update: Jan. 2016</p>	<p>Superintendent; Exec. Director of Instruction; Exec. Director of HR; Exec. Director of Special Education and Building Principals</p>	<ol style="list-style-type: none"> <li>1. Update School Board on Federal AMO accreditation process</li> <li>2. Implement new SIP format tied to CCPS Division goals</li> <li>3. GAP group schools to incorporate goals for identified populations</li> </ol>	<p>Report findings in terms of the implementation and results of the SIP process for GAP Group schools in conjunction with the timelines set by the VDOE Office of School Improvement: Estimate – Sept. 2016</p>
<p>To identify what expectations are for the community for graduates and to identify strategies for meeting those expectations</p>	<p>Fall 2015 (student survey) Winter 2016 (possible Program of Studies updates) Mid-point update: Jan. 2016</p>	<p>Superintendent; Exec. Director of Instruction; Exec. Director of HR; and Director of CTE and Technology</p>	<ol style="list-style-type: none"> <li>1. Create/administer student survey on career interests (college AND career ready)</li> <li>2. Examine feedback from Career Partners, Major Industry Council, and other groups related to graduate expectations</li> </ol>	<p>Report findings and make recommendations related to the type, nature, and location of current and/or additional course offerings and related staffing and facility requirements</p>

**2015/2016 SUPERINTENDENT PERFORMANCE GOALS  
ACTION PLANNING FORM**

Performance Goal:	Improve morale of teachers and staff			
Indicators	Time Line	Responsibility	Strategies	Evaluation
All employees need to complete exit interviews and documentation thereof if not done	2015 Exit Interview Report- Sept. 2015; 2016 Exit Interviews May-June-July, 2016 Mid-point update: Jan. 2016	Superintendent; Exec. Director of HR and HR Staff	1. Update School Board on 2015 Exit Interviews 2. Ascertain that format is acceptable to the School Board 3. Add component to document refusals	Preliminary report in June 2016; with Final Report at the Aug/Sept 2016 Work Session: Use information as needed to inform policy, procedures, and budget
Demonstration of efficient meetings and planning time	2015-2016 School year CCPS School/Program Performance Eval. System: Document Log Due to Superintendent by May 2016 Mid-point update: Jan. 2016	Superintendent; Exec. Director of Instruction; Exec. Director of HR; and Building Principals	1. Use of current CCPS School/Program Performance Eval. System 2. Emphasis on the Document Log to account for building level and division level meetings (frequency) and method of checking lesson plans	Report findings in terms of similarities and discrepancies regarding building and division level expectations by June 2016 to inform possible policy and/or procedure changes if required
Confidential employee survey available to all staff and that there is a certain % expectation of completion so it can be statistically valid – Ques. of importance to the employees re: satisfaction of work	2015-2016 Employee Survey conducted in Jan. 2016 Mid-point update: Dec. 2015	Superintendent; Exec. Director of HR and HR Staff	1. Use current Exit Survey Format with adjustments for current employees satisfaction of their work	Report results/findings: Use information as needed to inform policy, procedures, and budget during FY17 Budget Process

<p>Identify reasons for employees absences and figure out how to address the issue</p>	<p>2015-2016 School year Mid-point update: Jan. 2016</p>	<p>Superintendent; Exec. Director of HR; Exec. Director of Finance; and HR Staff</p>	<ol style="list-style-type: none"> <li>1. Examine current year data and trend data for past 3 school years</li> <li>2. Examine leave policies to ascertain any adverse impact of staff attendance</li> <li>3. Include attendance question(s) on survey</li> </ol>	<p>Report results/findings: Use information as needed to inform policy, procedures, and budget in general</p>
<p>Make a plan to address the Evergreen Salary Recommendation</p>	<p>2015-2016 School year Teacher Salary Update: Sept. 2015 (including teacher retention data) Mid-point update: Jan. 2016</p>	<p>Superintendent; Exec. Director of HR; Exec. Director of Finance; and HR Staff</p>	<ol style="list-style-type: none"> <li>1. Establish a new baseline relative to current employee pay plan and Evergreen Study (2012 data)</li> <li>2. Compile comparative data (other school divisions) regarding employee compensation</li> <li>3. Examine trend data related to teacher retention</li> </ol>	<p>Report results/findings during FY17 Budget Process: Use information to inform policy, procedures, and budget</p>