## Priority Setting for 2018-19

**Background**

For 2016-17, the Board established three organizational priorities that provided a framework for the CEO and leadership team members to develop individual and team priorities. The three priorities were:

1. Build on and codify the existing <u>academic excellence</u> in schools.

2. Create excellent, sustainable <u>organizational health</u> through strong systems, processes and procedures, and culture.

3. Lead a <u>thoughtful growth</u> initiative

These organizational priorities carried over into 2017-18, and continued to provide a framework to organize more focused and actionable priorities for the CEO. These CEO priorities were reviewed by the Board in December 2017:

1. Secure Charter Renewals for Gilroy Prep and Hollister Prep
2. Build trust with staff, particularly with SO leadership team and cross-site educational leadership team.
3. Implement an effective performance management system to hold direct reports accountable in a supportive manner that drives improved performance.
   a) NS Academic Model substantially codified to withstand State Board appeals process by March 1, 2018
   b) Ensure hiring and training systems are in place for all instructional staff, starting with principals, vice principals, academic deans.
4. Staff the Board of Directors at high level of excellence.
   a) Add a Board Member who has the potential to be a meaningful contributor to the Growth Initiative.
   b) High quality Board materials will be provided to Board on a timely basis prior to meetings.
   c) Staff support for Board and Committee work will meet or exceed Board member expectations.
5. Secure charter petition approval for Watsonville Prep School.
6. Meet the 2017-18 fundraising goal for the Support Office.

**Planning Priorities for 2018-19**

With the experiences of the last two years as context, the proposed process to establish the priorities and related metrics for 2018-19 is as follows:
   1) Share and discuss the current draft during the May Board Meeting.

2) Incorporate feedback from Board and the CEO evaluation process, bringing a revised priorities plan to the June Board meeting.
3) Finalize success metrics and dashboard indicators to monitor success during the Board's August retreat.

**Proposed Priorities for 2018-19**
Utilizing the three organizational priorities as an organizing framework, the proposed 2018-19 priorities are described below.

*Build on and codify the existing academic excellence in schools.*
Extensive work has been done in this area to develop priorities that can be measured, achieved, and will yield the biggest impact on meeting student needs.  With support from our the Achievement First Charter Network Accelerator Program, we were able to narrow our initial "kitchen sink" goals and priorities, to more targeted and "winnable" priorities that will drive improved outcomes.  The three priorities for this area are:
　　1) Develop principals to successfully implement data-driven instruction and coaching;
　　2) Incorporate social emotional learning into community and behavioral incident meetings; and
　　3) strengthen math instruction, specifically using mathematical modeling, improving math fluency, and implementing math intervention.
Templates provided by Achievement First that are being used to support planning around these priorities are attached.  Significant work has been done to date, and more detailed work will be accomplished to describe the specific measures for success.

*Create excellent, sustainable organizational health through strong systems, processes and procedures, and culture.*

Staffing the Board of Directors at high level of excellence was a stated priority in 2017-18, and continues to be a top CEO priority. Additionally, developing detailed metrics and a system for monitoring these metrics will be necessary to drive improved staff performance and accountability.  Related to this priority, will be to implement a dashboard that will be a meaningful way for the Board to monitor organizational performance in key areas.  Specific objectives proposed for 2018-19 in this area include:

　　1) Grow to a board of nine members, with four fully functioning committees, including:
　　　　-Finance
　　　　-Governance
　　　　-CEO Support and Evaluation
　　　　-Academics and Programs
　　2) Add at least one non-board member to each committee, to strengthen committee structure and develop an expanded pool for new board members
　　3) High quality Board materials will be provided to Board members one week before board meetings, with all materials being vetted by a committee
　　4) Staff support for Board and Committee work will meet or exceed Board member expectations.  A rubric and system for monitoring this will be developed.  An easy first

step could be a quick evaluation tool for board members to complete at the end of each board meeting.

*Lead a thoughtful growth initiative*
The proposed priorities in this area are:
1) Open WPS in August 2019 fully staffed, fully enrolled, with healthy financial outlook, and in suitable facilities.
    a) Secure charter approval (if not secured by PVUSD in May 2018)
    b) Procure appropriate facilities for first two years of operations with a pathway for a long-term solution
    c) Meet or exceed fundraising goals for 2018-19
2) Secure charter (or be progressing through appeal process) for School 4
3) Meet or exceed Support Office fundraising goals by February 2019
4) Have a long-term facility solution for Hollister Prep approved by NS Board by June 2019

In addition to these new 2018-19 priorities, we will want to ensure we are maintaining and improving on other goals and objectives that we will be accountable, including our NS Dashboard and greenlighting criteria, charter documents, and LCAP.  Referring back  to the priority of Board Development, the key will be to develop and implement a system by which we can make these priorities clear and easily monitored so progress can be tracked, and the Board has the means by which to hold the CEO accountable.  Therefore, an overarching CEO priority will be to ensure this system is in place by the September 2019 Board Meeting.

# Organizational Priority 2018-19: *Develop Principals to successfully implement DDI and Coaching (DRAFT 5-9-18)*

**Priority Owner**: James

| Team: James / Heather / Victoria / Fellow / Ben | Measures of Success: TO BE DEVELOPED<br>*1.*<br>*2.* |
|---|---|

**Strategy 1:  Effectively Implement the Reorg Structure with ITOM / VPs to help principal stay focused on instruction (Owner: Benjamin Moeller)**
Description.

**Critical Milestones**
1. Playbooks and Operational Scorecards are used consistently across sites
2. Ops / VPs of C&O / Principal meeting structures are consistent and effective
3. Data is clean and weekly/monthly data reports are routinely distributed across network

**Strategy 2:  Strengthen Navi DDI program (Owner:  Victoria Garcia)**
Description.

**Critical Milestones**
1. Codification of DDI Processes and training materials developed including exemplar videos
2. Data analysis cycles achieve excellence
    a. Development of rubrics
    b. Calibration for review
    c. Clarified roles for academic team member
    d. Accountability mechanisms developed and tied to performance management systems
3. Seventy-five percent of all teachers achieve mastery level of DDI

**Strategy 3:  Develop and implement Coaching program (Owner:  Heather Parsons)**
Description.

**Critical Milestones**
1. Coaching system codified
    a. Three-way coaching PD
    b. Observation and Feedback PD
    c. Live Coaching PD
2. Principals ensure 90% of all feedbacks occur each week
3. Three-way coaching opportunities are calendared for each teacher and SGI

# Planning the Strategies to Win on Your Priorities

--------------------------------------------------------------------------------------------

## Organizational Priority 2018-19:  Implement *Social Emotional Learning into Community and Behavioral incident Meetings (DRAFT)*

**Priority Owner**: Sharon

| Nick / Aimee / Sharon / Jessie / SPED / Shawna / Ada | Measures of Success |
|---|---|
| | ● Lesson plans<br>● Observations, videos, data<br>● Teacher survey shows increase in SEL knowledge |

**Strategy 1:  Integrate Toolbox tools and PATH into instructional lessons for weekly Community Meeting time  (Owner:  )**
Description: Toolbox strategies and Paths curriculum lessons are taught in weekly community meetings

**Critical Milestones**
1. 5 anchor lessons created and implemented at each grade
2. Pre- and post-survey of 2nd-8th grade teachers demonstrating PATHS and Toolbox integrated lessons occurring weekly
3. Toolbox and PATHs PD occurs for teachers during Navi 201
4. System for observation and feedback integrated into coaching practices

**Strategy 2: PBIS Behavior Matrix linked with CASEL SEL skills and Toolbox Tools is used by staff for all behavioral incidents   (Owner: VP of Culture & Ops, MTSS Coordinator)**
Description: The NS Tiered behavior matrix (including CASEL skills) is referenced during student behavior conferences

**Critical Milestones**
1. VP of Ops and MTSS Coordinator create tiered behavior matrix that links behaviors to SEL CASEL skills
2. Behavior Matrix Training presented to staff during Navi 201
3. Data will be tracked from staff- student behavioral meetings reveal the use of the matrix to guide action steps and consequences

**Strategy 3:   SEL/Toolbox PD for teachers three times a year (Owner: MTSS Coordinator, Director of Student Services, HR)**
Description: Introductory PD provides models of Community Meetings and use of Discipline Matrix, Mid-Year PD provides more practice on identified gaps in implementation and time to write lessons. Final PD reviews data and identifies next steps.

**Critical Milestones**
1. PD calendared and designed
2. Key staff attends advanced SEL training
3. PD and surveys given to teachers after PD to gather feedback

# Planning the Strategies to Win on Your Priorities

**DRAFT**

-------------------------------------------------------------------------------------

## Organizational Priority 2018-19: Strengthen math modeling and instruction

**Priority Owner**: James

| James/Heather/Crystal/Debbie/Lisa/Missy/Victoria | **Measures of Success**<br>● Navigator students will achieve 80% proficiency in 2019 on SBAC<br>● Math teachers will report a significant increased capacity to instruct math effectively<br>● Students requiring intensive after school intervention will decrease by 25% annually<br>● Math Scores increase by 5% on average as measured by DF3 |
|---|---|

**Strategy 1:   Maximize Mathematical Modeling at NS  (Owner: Heather )**
Description. Navigator has recognized the need to improve the consistency and frequency of mathematical modeling in classrooms. This strategy will deepen math understanding and achievement.

**Critical Milestones**
1. Develop annual math PD Calendar for new and returning math instructional staff
    - June Cross-site ELT meeting for math modeling
    - Develop PD for instructional staff collaboratively (leadership team)
    - Full PD at Navi 201
    - PD days throughout the year

2. Develop Math PD's for new and returning teachers
    - June Cross-site ELT meeting for math modeling
    - Develop PD for teachers collaboratively (leadership team)
    - Fellow builds the PD's throughout the year
3. Create math class student practice rubric for site principals
    - Develop concurrently with initial 201 PD
4. Develop monthly walkthrough plan for reviewing math practices
    - Weekly walkthrough focus in math classes; then taper off to twice a month

**Strategy 2:   Build Fluency (Owner: Heather )**
Description: Navigator students must become fluent in math facts mastery so that more complex mathematics is not hindered by a lack of efficiency.

**Critical Milestones**
1. Clear scope and sequence of math facts adopted by Navigator
    - Develop a scope and sequence draft- include intervention cutpoints (VPA and DACs)- by Week of July 23
    - Bring draft to cross site and teachers for input during Navi 201
    - Establish final draft by Day 1 of school
2. Develop weekly goal sheet
    - By first day of school
3. Create NS fluency assessments

- By first day of school
4. Ensure best fluency software available is implemented
    - Implement Reflex math by first day of school
5. Develop PD's for math fluency
    - By Navi 201 for teachers (PD for teachers)
    - By first week of school (PD for students)

**Strategy 3:    Define and Implement a strong a Math Intervention (Owner: Victoria)**
Description. To ensure that all students become successful in math, Navigator will develop a clear system of intervention for mathematics that will include in class, blended and extra-time interventions.

## Critical Milestones
1. Create clear cut-points for math interventions
2. Develop math intervention plan including times and curriculum to be used
3. Initiate intervention for all students not scoring a 3 on SBAC by September 1st annually

*For additional strategies, insert rows for strategy title plus critical milestones and progress indicators*