

Executive Director Strategic Objectives SY 2013-14

Curriculum

Objective 1 - Grade-to-Grade Curriculum Guides and Course Outlines

Objective: Mentor and hold accountable school curriculum leaders to develop a roadmap that outlines the curricular pathways for students from K-8. This should be done in such a way as to address the three core audiences: Teachers, Parents, and Students. The outcome should make very clear what students should be expected to master in each grade level and how that knowledge builds into the next grade level.

ED Deliverable(s) and Timeline:

- 1) K-8 Curriculum Big Picture – *September 2013*
 - a. Major Themes/Essential Questions by grade level
 - b. Key Skills & Knowledge by grade level and subject area
- 2) Common format for communicating curriculum scope and sequence to parents/students by grade level – *September 2013*
- 3) Complete grade level curriculum unit guides by subject area – *June 2014*

Objective 2 – Teacher Course and Lesson Planning Accountability

Objective: Oversee Principals to create a common set of planning documents for teachers to use in commemorating project plans and lesson plans. Establish the expectation around the use of plans.

ED Deliverable(s) and Timeline:

- 1) Establish expected use of Understanding by Design (Ubd) curriculum unit planning approach for all grade level/subject area teams (see [supporting research](#)) – *August 2013*
- 2) Support teachers in the use of UbD planning approach – *ongoing*
 - a. New teacher UbD workshop held in July
 - b. Grade level/subject area team UbD support provided by Principals and team leaders

Objective 3 – Overall Accountability

Objective: Develop with the Principals a stated and clearly outlined system of how lesson and unit plans are reviewed in a collaborative model that encourages the highest level of constructivist implementation in conjunction with meeting course objectives. This accountability system should flow from the Executive Director to the Principal, then the grade-level or core subject area instructional leader.

ED Deliverable(s) and Timeline:

- 1) Flow chart of UbD unit planning review process – *September 2013*

Communication

Objective 1 – School to Home Communication

Objective: Oversee Principals to develop standards outlining the expectations for each teacher in how they will communicate to parents and students, to include frequency and content. These should be common across each grade level and take into account that the audience for older grades is more interactive, with the communication targeted at both students and parents.

ED Deliverable(s) and Timeline:

1) Work with Principals to establish campus-specific teacher expectations for how and what they will communicate to parents and students, including frequency and content of communication as it relates to the following areas: - *September 2013*

- Curriculum--course syllabus/outline at the start of each term along with unit plans as the year progresses
- Student outcome objectives—timing for communicating to parents if student outcomes are not being achieved and/or when exceptional work is done
- Homework/home expectations
- Classroom/advisory matters, etc.
- Use of student agendas (in grades 4-8) and teacher blogs

Objective 2 – Overall School Messaging

Objective: Analyze factors presented in surveys and review complaints and concerns from the year. Use this information to develop a written communication strategy.

ED Deliverable(s) and Timeline:

- 1) Outline communication strategy for Principals – *August 2013*
 - a. Weekly Courier letters: highlights from the week at each campus
 - b. Monthly coffees: addressing specific topics of interest (determined in collaboration with PTCA and ED)
 - c. Regular visibility and availability for interactions with parents:
 - i. Morning drop-off
 - ii. Standing open office hours
- 2) Outline communication strategy for ED – *August 2013*
 - a. Weekly blog, Facebook, and Twitter posts: communicate with wider audience and establish position of ANCS and ED in educational community in Atlanta and beyond

- b. Monthly letter: framed by one of the CES common principles and accompanied by highlights of student and teacher work aligned with the principle
- 3) School calendar protocol – *August 2013*
- a. All school-sponsored events and activities should be submitted to central ANCS school calendar at least one week in advance via online Courier/calendar submission form.
 - b. Calendar submissions reviewed and routed to appropriate party (Principal, ED) for approval
 - c. Weekly calendar events dynamically included in Courier
- 4) Social media – *December 2013*
- a. Explore other schools' use of social media to determine best practices
 - b. Focus on Facebook and Twitter as primary social media to streamline communication
 - c. Aim for at least one social media post daily with an emphasis on photos/videos, questions to spark discussion, and highlights of events/activities that connect to the school's mission
 - d. Distribute Courier links via ANCS Facebook and Twitter accounts
 - e. Determine capacity for sustaining and growing school's management of social media given school's current resources
- 5) Communication metrics
- a. Track and establish benchmarks for ancs.org website metrics in the following areas:
 - i. Site visits
 - ii. Page views
 - iii. Most visited pages
 - b. Track and establish benchmarks for Courier (and other Mailchimp communications) in the following areas:
 - i. Opens
 - ii. Clicks within emails
 - c. Regularly gather quantitative and qualitative data regarding communication from parents, students, and faculty/staff and review data with Principals and technology specialists:
 - i. Incorporate communication questions into short monthly satisfaction surveys
 - ii. Hold three focus group meetings about communication during course of school year

School Culture

Objective 1: Responding to and Managing Student Behavior

Objective: Develop a consistent process for responding to students who do not meet the standards of behavior based on the Guiding Principles, both in the classroom and within the campus environment and out of the classroom.

ED Deliverable(s) and Timeline:

- 1) Arrange for targeted Conscious Discipline training for faculty/staff at each campus and ANCS parents – *August 2013*
- 2) Coordinate with Principals for ongoing Conscious Discipline support for faculty/staff at each campus – *ongoing*
- 3) Regularly gather data regarding student behavior from parents, students, and faculty/staff and review data with Principals and K-8 leadership team to assess: *ongoing*
 - a. Level 3 and Level 4 behavior incidents
 - b. Incorporate student behavior questions into short monthly satisfaction surveys

Board Governance

Objective 1: Transparency

Objective: Develop a communication matrix for which events require what level of communication to the Board and with what frequency and lead time.

ED Deliverable(s) and Timeline:

1) Communication matrix for matters of urgency – *see below*

Outside of monthly reports to the full Board, the following matrix outlines other types of communication that may occur between ED and board:

<i>Type of Event</i>	<i>Communication</i>	<i>Lead Time</i>
Level 4 behavior incident and/or deployment of first responders	Full board	Within 24 hours of incident
Pending legal action against school	Full board and school's legal counsel	Within 2 business days of notice
Incident requiring immediate termination of employee with cause	Full board and school's legal counsel	Within 24 hours of incident
APS and/or GADOE directives requiring immediate action	Full board	Within 2 business days of notice (as appropriate)
Unsatisfactory employee evaluation; employee resignation	Personnel/Governance Committee Chair	Within 2 business days of evaluation/resignation

- 2) Draft, seek input, and finalize “decision-making framework” for school to guide what types of decisions are made by which groups and allow for transparency in decision-making process – *October 2013*
- 3) Develop annual performance dashboard with key areas of focus and monthly metrics to track performance in each area for reporting to board – *August 2013*

Objective 2: Board Leadership

Objective: Take an active role in setting the tone for meetings and guide/coach Board members to follow the established tone in the execution of their roles and interaction at meetings.

ED Deliverable(s) and Timeline:

- 1) Work with Board Chair and Personnel/Governance Chair on plan for board development with both internal and external support – *ongoing*
- 2) Establish annual objectives in collaboration with each committee chair and meet monthly with committee chairs to discuss progress and determine reporting to full Board – *ongoing*
- 3) Establish recurring meetings with key individuals to both strengthen Board's capacity in the short-term and evolve role of the Board in the long-term:
 - a. Board Chair (weekly)
 - b. Each individual board member (once per month)
 - c. APS Office of Innovation (once per month)
 - d. APS board member(s) (once per month)
 - e. Foundations and other organizations to begin cultivating relationships (3-5 per month)

Objective 3: Professional Development

Objective: Establish a professional development plan that addresses the role and needs of the Executive Director.

ED Deliverable(s) and Timeline:

- 1) Engage High Bar for ANCS membership for ED and board development – *as soon as financially possible*
- 2) Monthly meetings with other successful EDs in Atlanta area – *ongoing*
- 3) Membership on other non-profit board – *by August 2014*

School Vision

Objective 1: Strategic Plan

Objective: Oversee the Creation of a Comprehensive Strategic Plan. The plan to meet this objective should encompass:

- Budget for creation
- Partnerships and collaborations
- Key milestones and critical dates
- Outline of basic components to be addressed in the final plan

ED Deliverable(s) and Timeline:

- 1) Develop RFP for strategic planning process and invite individuals/organizations to submit proposals by end of July – *July 2013*
- 2) Review proposals with Board Vice Chair and present recommendation to full Board – *August 2013*
- 3) Establish strategic planning committee of specific Board members, faculty/staff members, and other parent leadership – *August/September 2013*
- 4) Work with strategic planning committee and selected individual/organization to deliver strategic plan to full Board – *March 2013*