

Pathway to Positive Progress for the Washoe County School District



Internal Stakeholder Input: 60-90-120 Day Plan
Interim Superintendent Kristen McNeill, Ed.D

How will we evaluate our progress towards our employee commitment?

- We will track an improvement in the tone of employee comments on social media, surveys and from feedback gathering meetings
- We will track an improvement in the tone of community comments via a variety of sources
- We will track the reduction or removal of the introduction of system wide changes without employee/stakeholder input
- We will transition from a crisis mentality to a stability message, demonstrated in Interim Superintendent communications, Board of Trustees communications, Board of Trustees Meetings, Leadership Team meetings and other districtwide and school-based meetings
- We will, as a Leadership Team, increase participation in morale building activities, assume a visible leadership role within the school district and the community
- We will create a mid-year/semester survey on implementation of the Pathway to Positive Progress Plan
- We will provide a public reporting process made on employee input

The Pathway to Positive Progress will be updated every 2 weeks to reflect progress made on our commitments.

| Concern | Who | What/How | 60 Day Plan: July/August 1-31, 2019 | 90 Day Plan: September 1-30, 2019 | 120 Day Plan: October 1-31, 2019 |
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| Low Morale | <ul style="list-style-type: none"> • Association Presidents • Association Leadership • Interim Superintendent • Leadership Team • Communications • Board of Trustees | <ul style="list-style-type: none"> √ Back to School LTL √ New Educators Breakfast ○ Quarterly Meetings with Association Leadership Teams ○ Monthly Meetings with individual Associations ○ Regular update email, each Monday Outreach Meetings | <ul style="list-style-type: none"> √ Identify and discuss opportunities to improve employee communication and support district message of improved employee support ○ Provide regular communication to employees ○ Provide access to Interim Superintendent weekly calendar | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Activate an employee question and answer section on Interim Superintendent website | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Monitor employee question and answer section on Interim Superintendent website |

Symbol Key: √ = Complete ○ = Ongoing ◐ = In Progress

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| | | <ul style="list-style-type: none"> ◐ Extend the Casual Conversation Meetings to more locations through fall ◐ Begin School Visits (only the Interim Superintendent, Area Superintendent and Trustee) ◐ Begin Stakeholder Community Meetings (Interim Superintendent and Trustees) Dr. McNeill Transition Plan Outreach Meetings | <ul style="list-style-type: none"> ○ Share message of stability and core beliefs of serving with honesty, integrity and kindness ○ Share positive happenings around the district on a consistent basis through various social media avenues ✓ Begin monthly birthday cards from Interim Superintendent to employees with August birthdays ✓ Create interactive employee website for comments and feedback ◐ Build employee question and answer section on Interim Superintendent website Outreach Meetings | <ul style="list-style-type: none"> • Create a stakeholder Task Force on Student Behavior, Trauma Informed Practices and Family Supports • Discuss the WCSD Behavior Matrix at the September Board of Trustees Meeting • Create an Employee and Community Suggestion Box on the Interim Superintendent website which includes process of vetting suggestions | <ul style="list-style-type: none"> • Implement Employee and Community Suggestion Box on website to include process of vetting suggestions • Meet with stakeholder Task Force on Student Behavior, Trauma Informed Practices and Family Supports • Review strategies used and progress made |
| <p>Special Education Support and Services to Schools</p> | <ul style="list-style-type: none"> • Interim Superintendent • Office of School Leadership • Leadership Team • Communications Manager/Department • Special Education Task Force • Association Leadership and Boards • Board of Trustees | <ul style="list-style-type: none"> ✓ Communicate to all Stakeholders re-organization of Office of School Leadership and elimination of Office of Student Services ✓ Introduce New Area Superintendent over Special Education and support transition into new role ✓ Attend Special Education Advisory Panel Meeting (SEAP) 08.21.2019 ○ Meet with Special Education Task Force Outreach Meetings | <ul style="list-style-type: none"> ✓ Create Area 5 which includes both comprehensive and special education sites, for continuous support to schools, students, staff ○ Share message of stability and direct support to schools ○ Focus will be on listening to stakeholders and gathering problem areas within special education services ◐ Review of organizational structures and communication plan of former Office of Student Services and Office of School Leadership ◐ Review WestEd Report (WestEdReport) recommendations and compare with current status as to progress; discuss other possible needs for needs assessment | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Implement results of review of organizational structures and communication plan of former Office of Student Services and Office of School Leadership • Continue review of WestEd Report recommendations and comparison with current status as to progress; discuss other possible needs for needs assessment • Review of due processes and areas of needed professional development for schools to provide support | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Review strategies used and progress made |

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| Workload of Teachers and Principals (examples: assessments, attendance) | <ul style="list-style-type: none"> • Interim Superintendent • Leadership Team • Office of School Leadership • Association Leadership and Boards • Board of Trustees | <ul style="list-style-type: none"> √ Activate Teacher Tool within Infinite Campus ○ Refine and define areas of problems for decreasing workload ○ Visit schools with focus on new principals and walk through classrooms ○ Meet weekly with Area Superintendents to review needs of schools and support to schools ◻ Review assessments and focus on a balanced assessment system | <ul style="list-style-type: none"> ○ Acknowledge and recognize work accomplished by teachers and principals through social media, website, weekly Monday Communications Outreach Meetings ○ Collaborate with Area Superintendents, Principals and Teachers on finding common planning times during the school day ○ Review areas of reducing paperwork requirements for teachers and principals ○ Dates of School Visits completed Outreach Meetings | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Implement decisions of assessments and focus on a balanced assessment system • Monitor Teacher Tool within Infinite Campus for issues/concerns • Provide updates and track progress towards goal | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Review strategies used and progress made |
| Increase Pay/Benefits for employees | <ul style="list-style-type: none"> • Negotiating Teams • Association Leadership and Boards • Interim Superintendent • Board of Trustees | <ul style="list-style-type: none"> ○ Continue to bargain in good faith | <ul style="list-style-type: none"> ○ Keep employees updated on bargaining through communications and Associations ○ Continue to message 3% COLA over biennium and step increases are in FY20 budget | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Provide ratification dates and information, as appropriate • Provide updates and track progress towards goal | <p><i>We will continue to move forward with these commitments and in addition we will:</i></p> <ul style="list-style-type: none"> • Review strategies used and progress made |

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| Informational Technology Comprehensive Plan and Equity | <ul style="list-style-type: none"> • Interim Superintendent • Leadership Team • Board of Trustees | <ul style="list-style-type: none"> ◻ Development of a comprehensive Strategic District Technology Plan: Device rollout, funding sources, security measures | <ul style="list-style-type: none"> ◻ SY2019-2020 - 1:1 Pilots in five schools (currently 4 middle and 1 elementary) | <p><i>We will continue to move forward and in addition we will:</i></p> <ul style="list-style-type: none"> • Provide the Board of Trustees with a presentation on the proposed Strategic District Technology Plan • Develop policies and regulations surrounding a viable and strategic technology plan in our schools • Provide updates and track progress towards goal | <p><i>We will continue to move forward and in addition we will:</i></p> <ul style="list-style-type: none"> • Continue to provide communications around the Strategic District Technology Plan • Provide an update to the Board of Trustees on Digital Curriculum progress for all levels (ES, MS and HS) • Provide the Board of Trustees with a shared presentation between Academics and Technology • Review strategies used and progress made |
| Class Size/Allocation Process | <ul style="list-style-type: none"> • Interim Superintendent • Leadership Team • Office of School Leadership • Student Accounting • Board of Trustees | <ul style="list-style-type: none"> ◻ Review enrollment in all schools on a weekly basis ◻ Work to resolve any discrepancies between Infinite Campus and actual student numbers | <ul style="list-style-type: none"> √ Provide information to employees on the allocation process via the Monday Message video link (Monday Message Video) ◻ Provide frequent updates to employees and community around current enrollment and impact on budget Outreach Meetings ◻ Provide parents and community information on allocation process via social media, website information and public events such as Back to School Expo ◻ Minimize the need for teacher movement due to over/under student enrollment; the Office of School Leadership will work closely with the Business and Human Resources Offices to accomplish this goal Fall Overage | <p><i>We will continue to move forward and in addition we will:</i></p> <ul style="list-style-type: none"> • Communicate all allocation changes to those impacted as quickly and efficiently as possible • Continue to provide frequent updates to employees and community around current student enrollment and impact on budget • Provide updates and track progress towards goal | <p><i>We will continue to move forward and in addition we will:</i></p> <ul style="list-style-type: none"> • Review processes for SY19-20 and refine for SY20-21 • Continue to monitor “hot spots” • Review processes and areas of success and improvement • Review strategies used and progress made |