**Fleming County Schools**
*Superintendent's Council Agenda* (11-13-2014)

District's Mission:

The mission of Fleming County Schools is to unite with family and community to provide an equitable, high quality education that meets the needs of each student in a caring and safe learning environment, which will ensure that students become successful throughout life.

I. **Superintendent's Council Overview:** The Superintendent's Council is comprised of faculty, staff, and parent representatives from each school. They meet with the Superintendent and other district staff on a monthly basis during the school year. Members work together to:
   a. Identify common needs and goals among the stakeholders in Fleming County Schools and facilitate strategies to increase the efficiency and effectiveness of the district.
   b. Provide the superintendent with feedback and insight from the representative perspectives on school process, policies and initiatives to ensure that the needs of the students, faculty/staff, parents, schools, and community are included as decisions are made in the district.
   c. Bring to the superintendent's attention existing and emerging issues expressed by faculty/staff and parents at the school they represent.
   d. Serve as an advisory, not a decision-making body, that makes recommendations, encourages brainstorming and provides opportunities for stakeholder involvement on committees and task forces.
   e. Facilitate communication between and among the stakeholders from different district schools and serve as forum for sharing innovations and best practices from around the district.
   f. Most importantly, be an avenue for communication.

II. Council Members
   a. Flemingsburg Elementary – Kathy Sorrell (Staff) / Pam McGlone (Parent)
   b. Ewing Elementary – Lisa DeHart (Staff) / Betsy Niel (Parent)
   c. Ward Elementary – Stacey Tranbarger & Joyce Dryden(Staff) / Laurie Carr (Parent)
   d. Hillsboro Elementary – Michelle Hunt (Staff) / Shannon Planck (Parent)
   e. Simons Middle – Jordan Fritz (Staff) / Jill Grier (Parent)
   f. Fleming Co. High – Kristy Orem (Staff) / Becky Boyd (Parent)
   g. System-Wide – Amanda Norris (Staff)

   Members are chosen by the School Based Decision Making Council or Advisory Council

III. District Items
   a. Superintendent's Self Evaluation/Superintendent's Report
   b. Fleming County Schools' Strategic Plan
   c. 30 Day Focus Progress Report
   d. Standards-Based Grading
   e. District Website

IV. Representative Items

V. Close

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III. District Items
   a. Superintendent's Self Evaluation/Superintendent's Report
      Superintendent Creasman presented his self-evaluation to the Council. This assessment outlined each of the standards and the ongoing progress towards each. The report will be given to Board members each month as well as the Council.
   b. Fleming County Schools' Strategic Plan
      Superintendent Creasman presented a draft of the Fleming County Schools' Strategic Plan that was approved by the Board on November 12, 2014. He discussed some of the district goals such as preschool, teaching & learning, financial accountability, Facilities Plan, CEP lunch program, Community Engagement Plan and benchmarks.
   c. 30 Day Focus Progress Report
      Superintendent Creasman discussed the 30 Day Focus Progress Report that provides a consistent and formal look at the work being done in the district and how it aligns with our identified

priorities, mission and milestones. This report will be updated every 30 days and provided to Board members.

d. Standards-Based Grading

Superintendent Creasman led a discussion about Standards Based Grading and provided a handout from their meeting on November 3, 2014. It outlined comments made from staff regarding this grading process including what's working and what the problems and barriers are. Superintendent Creasman listened to concerns from Council Members and will take that information to the next meeting in December.

e. District Website

Ms. Brown navigated through the district website and explained resources available for the public. She also demonstrated where different meetings were posted as well as supporting documents.

IV. Representative Items

V. Close

Standard 1: Strategic Leadership – The superintendent creates conditions that result in strategically reimaging the district's vision, mission and goals to ensure that every student graduates from high school, is globally competitive in post-secondary education and/or the workforce, and is prepared for life in the 21st century. The superintendent creates a community of inquiry that challenges the community to continually repurpose itself by building on the district's core values and beliefs about the preferred future and then developing a vision.

| Indicator | Data Source Description | |
|---|---|---|
| A. Creates a working relationship with the local board of education, clearly defining roles and mutual expectations, that results in a shared vision for the district which assists the schools in preparing students to enter the changing world of the 21st century<br>*Vision-Relationships* | - Regular Board Meeting Agenda/Minutes (September/October 2014)<br>- Work session Agenda/Minutes (September/October 2014)<br>- Special Called Meeting Agenda/Minutes (September 2014)<br>- KSBA Regional Training (September 2014)<br>- Board Packets (September/October 2014)<br>- Board Briefs (September/October 2014)<br><br>**30 Day Focus:**<br>**Draft of Strategic Goals approved, Strategic Goals finalized with Objectives aligned.** | <br> |
| B. Models and reinforces the culture and vision of the district by having open discussions with teachers, school executives, staff, board members and other stakeholders regarding the strategic direction of the district and encouraging their feedback on how to better attain the district's vision, mission and goals<br>*Vision-Monitor* | - Faculty/Staff meetings – School-based (September/October 2014)<br>- PLC Meetings at the High School (September/October 2014)<br>- PLC Meetings at the Middle School (September 2014)<br>- Individual Teacher meetings (September 2014)<br>- District Staff Meetings (every Monday)<br>- School Leadership Meetings (September 2014)<br>- Superintendent's Council (October 2014)<br>- Committees (September/October 2014)<br>- Transition Survey (August/September 2014)<br>- SMS Parent Meeting (October 2014)<br>- Chamber of Commerce Meeting (October 2014)<br><br>**30 Day Focus:**<br>**Continue meeting with faculty/staff throughout the district. Meet with local chamber members, church leaders, and political leaders to map out the vision for the district.** | <br> |

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| C. Creates processes to ensure the district's identity (vision, mission, values, beliefs and goals) actually drives decisions and reflects the culture of the district<br>*Strategic Planning-Implementation* | - Faculty/Staff meetings – School-based (September/October 2014)<br>- PLC Meetings at the High School (September/October 2014)<br>- PLC Meetings at the Middle School (September 2014)<br>- Individual Teacher meetings (September 2014)<br>- District Staff Meetings (every Monday) True North Activities<br>- School Leadership Meetings (September 2014)<br>- Superintendent's Council (October 2014)<br>- Committees (September/October 2014)<br><br>**30 Day Focus:**<br>**Create process to evaluate decision making processes and alignment to the vision and strategic goals of the district.** | <br> |
| D. Facilitates the collaborative development and implementation of a district strategic plan or district improvement plan, aligned to the mission and goals set by the Kentucky Board of Education and local priorities, using multiple sources of data<br>*Strategic Planning* | - District's Senior Leadership Work sessions (September/October 2014)<br>- District Team Meetings (September/October 2014)<br>- Transition Survey (August/September 2014)<br>- School Report Card Data Review (September/October 2014)<br><br>**30 Day Focus:**<br>**Review the KDE goals and ensure alignment with the district's strategic goals. Develop draft of the Strategic Plan for board to review at the November 2014 meeting.** | <br> |

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| E. Determines financial priorities in concert with the local board of education based on the District Comprehensive Improvement Plan<br>*Strategic Planning (Resourcing)* | - Strategic Funding: Race to Excellence (September 2014)<br>- Alignment to Strategic Goals: Teaching and Learning and Fiscal Accountability (September/October 2014)<br>- District Budget – Race to Excellence (September 2014)<br>- District Assurances (September 2014)<br><br>**30 Day Focus:**<br>**Map out the remaining 2014-2015 school year , begin on identifying components of the 2015-2016 school year – that are aligned to the DCIP. Begin reviewing the DCIP for revisions.** | <br> |
| F. Facilitates the implementation of federal, state and local education policies.<br>*Policies* | - Revisions of financial procedures (September/October 2014)<br><br>**30 Day Focus:**<br>**Revise Transportation Policies and Procedures, meet with KSBA to learn how to revise and create policies and procedures effectively.** | <br> |
| G. Facilitates the establishment of high, academic goals for all, ensures effective monitoring protocols, and models the expectation that instructional leaders respond frequently and strategically to progress data<br>*Strategic Planning (Goals)* | - Vision: District of Distinction (September/October 2014)<br>- School-wide walkthroughs (September/October 2014)<br>- Teaching and Learning Internal Review Training (September 2014)<br>- Diagnostic Review Training (September 2014)<br><br>**30 Day Focus: 1) Standardize walk-through process, tool and data analysis process; 2) Plan for district-wide assessment and monitoring; 3) PLC documentation** | <br> |

Standard 2: Instructional Leadership - The superintendent supports and builds a system committed to shared values and beliefs focused on teaching and learning where performance gaps are systematically eliminated over time and every student graduates from high school college- and career-ready.

| Indicators | Data Source Description | |
|---|---|---|
| Leads the district's philosophy of education-setting specific achievement targets for schools and students of all ability levels, and monitors progress toward those targets<br>*Learning/Teaching Focus: High Expectations* | - District of Distinction, Schools of Distinction…(September/October 2014)<br>- School-wide walk-throughs (September/October 2014)<br>- District Team "True North" Activities (September/October 2014)<br>- PLC Meetings (September/October 2014)<br>- Individual Teacher Meetings (September/October 2014)<br>- Senior Leadership Team Meetings/Work sessions – T & L Map (October 2014)<br><br>**30 Day Focus:**<br>**Review school-based race to excellence plans, Benchmark Data** | <br> |
| B. Models and applies learning for staff and students<br>*Professional Learning* | -Encourages staff to attend required training geared toward improving the operations of the district.<br>- Diagnostic Review Training (September 2014)<br>- T & L Review Training (September 2014)<br>- District-wide Class Walkthroughs – Strategies for Improvement (September/October 2014)<br><br>**30 Day Focus: Model teaching, Attend NxG Superintendent Training, Standardize walk-through process, tool and data analysis process** | <br> |

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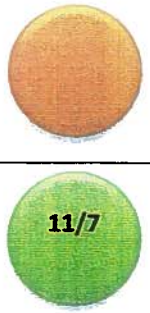
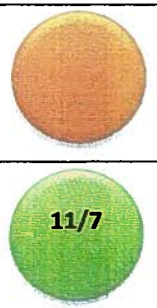
| C. Communicates high expectations for student achievement by establishing and sustaining a system that operates as a collaborative learning organization through structures that support improved instruction and student learning on all levels.<br>*High Expectations* | - Faculty/staff meetings (September/October 2014)<br>- PLC meetings (September/October 2014)(HS/MS)<br>- Senior Leadership Meetings (September/October 2014)<br>- District Team Meetings (September/October 2014)<br>- Committees (September/October 2014)<br>- KEA Meeting (October 2014)<br>- Benchmark system (October 2014)<br><br>**30 Day Focus: Develop Community Engagement Plan Draft** |  |
| D. Facilitates the establishment of high, academic goals for all, ensures effective monitoring protocols, and models the expectation that instructional leaders respond frequently and strategically to progress data.<br>*Strategic Planning (Goals)* | - District Team Meetings (September/October 2014)<br>- Senior Leadership Meetings (September/October 2014)<br>- Implementation of Benchmark System (October 2014)<br>- Clear/Strategic Financial Reports (September/October 2014)<br><br>**30 Day Focus:**<br>**Create process to evaluate decision making processes and alignment to the vision and strategic goals of the district.**<br><br>**Will attend Systems Training on December 5, 2014.** | |
| E. Demonstrates awareness of all aspects of instructional programs<br>*Learning/High Expectations* | - Faculty/staff meetings (September/October 2014)<br>- PLC Meetings (September/October 2014)<br>- Individual Team Meetings (September/October 2014)<br>- Department Meetings (September/October 2014)<br>- Board Meetings & Work sessions T & L Updates (September/October 2014)<br>-<br><br>**30 Day Focus: Continue meeting with instructional teams and standardize communication.** |  |

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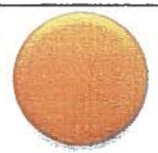
| F. Is a driving force behind major initiatives that help students acquire 21st century skills including the application of instructional technology<br>*Strategic Planning-Implementation* | - EngageNY Implementation (September/October 2014)<br>- YouTube/Kahn Academy Access (October 2014)<br>- CK12.org textbooks (October 2014)<br>- Board Meetings & Worksessions T & L Updates (September/October 2014)<br><br>**30 Day Focus: Monitor and evaluate the effectiveness of the EngageNY curriculum. Develop processes to report.**<br><br>**Will deliver update on November 12, 2014 to the Board of Education – Ward Elementary School.** |  <br> |

Standard 3: Cultural Leadership - The superintendent understands and acts on the important role a system's culture has in the exemplary performance of all schools. He/she works to understand the people in the district and community as well as their history and traditions as they move forward to support and achieve district goals. The superintendent must be able to improve the district culture, if needed, to align the work of adults with the district's goals of improving student learning and infusing the work with passion, meaning and purpose.

| **Indicators** | **Data Source Description** | |
|---|---|---|
| A. Communicates strong ideals and beliefs about teaching and learning with all stakeholders and operates from those beliefs<br>*Stakeholder/Community Involvement* | - District Team Meetings (September/October 2014)<br>- Senior Leadership Meetings (September/October 2014)<br>- Faculty/Staff Meetings (September/October 2014)<br>- School Board T & L Update Presentations (September/October 2014)<br>- PLCs (September/October 2014)<br>- KEA Meeting (October 2014)<br>- Board Briefs (September/October 2014)<br>- Newspaper Article- Accountability Scores (October 2014)<br>- SMS Parent Night (October 2014)<br><br>**30 Day Focus: Develop Draft Teaching and Learning Framework** | <br> |

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| B. Builds community understanding of what is necessary for all students to graduate college and career ready and to be successful in the globally competitive 21st century<br>*Stakeholder/Community Involvement* | - Superintendent's Council (October 2014)<br>- SMS Open-House (October 2014)<br>- T & L Review (October 2014)<br><br>**30 Day Focus: Begin creating framework to develop College and Career Readiness Alignment**<br><br>**Currently in process of scheduling training for College/Career Readiness Alignment.** | |
| C. Creates a unified school system (not a system of individual schools) with shared vision and equitable practices<br>*Vision/Beliefs* | - T & L Review (October 2014)<br>- District of Distinction/Schools of Distinction (September/October 2014)<br>- EngageNY implementation (October 2014)<br>- PLCs (September/October 2014)<br>- Faculty/Staff meetings (September/October 2014)<br>- Benchmark System (October 2014)<br><br>**30 Day Focus: Work with schools to get the district vision/mission statement clearly posted.** | |
| D. Builds trust and promotes a sense of well-being between all stakeholders<br>*Stakeholder/Community Involvement* | - Transition Survey (August/September 2014)<br>- Committees (September/October 2014)<br>- District-walkthroughs (September/October 2014)<br>- Student Council Meeting (September/October 2014)<br><br>**30 Day Focus: Create Draft of Community Engagement Plan** | |

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| E. Routinely celebrates and acknowledges district successes as well as areas needing growth<br>*Celebrate/Acknowledge* | - School board meetings (September/October 2014)<br>- Superintendent message and test letter (September/October 2014)<br>- Newsletters (Weekly Leadership Connection) (September/October 2014)<br>- STARS Program (October 2014)<br>- District Team Meetings (September/October 2014)<br>- Newsletters/Website (September/October 2014)<br><br>**30 Day Focus: Develop process to consistently recognize student achievement.**<br><br>**Simons Middle School Achievement Recognition.**<br>**Hillsboro Elementary School – Recognition of Students based on KREP** | <br> <br> |
| F. Supports and engages in the positive cultural traditions of the community<br>*Stakeholder/Community Involvement* | - Swing on Main (September 2014)<br>- Sunday Church Services (September/October 2014)<br>- AG Day (September 2014)<br>- Pep Rally (September 2014)<br>- Recognition of Granny Day (October 2014)<br>- Spirit Day (September 2014)<br>- Board meetings held at Schools (September/October 2014)<br><br>**30 Day Focus: Create Draft of Community Engagement Plan** | <br> <br> |

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| G. Creates opportunities for staff involvement in the community and community involvement in the schools<br>*Stakeholder/Community Involvement* | - Swing on Main (September 2014)<br>- District Committees (September/October 2014)<br><br>**30 Day Focus: Create a calendar of events in the community that can be attended by the faculty/staff and post online.** | <br> |
| H. Creates an environment that values and promotes diversity<br>*Diversity* | **30 Day Focus: Work with faculty/staff/students/parents to identify ways to address GAP students.**<br><br>**Held initial training and discussions with literacy specialist and ERL.** | <br> |

Standard 4: Human Resource Leadership - The superintendent ensures the district is a professional learning community with processes and systems in place that result in recruitment, induction, support, evaluation, development and retention of a highly effective, diverse staff. The superintendent uses distributed leadership to support teaching and learning, plans professional development, and engages in district leadership succession planning.

| Indicators | Data Source Description | |
|---|---|---|
| A. Ensures that necessary resources, including time and personnel, are allocated to achieve the district's goals for achievement and instruction<br>*Resourcing* | - Creation of HS Curriculum, Instruction and Assessment Position (October 2014)<br>- District-wide Walk-throughs (September/October 2014)<br>- Strategic-funding: Race to Excellence (September/October 2014)<br>- Nurse/Special Ed Allocation (August/September 2014)<br>- English Department Training (October 2014)<br>- Benchmark System (October 2014)<br><br>**30 Day Focus: Evaluate School-based Race to Excellence Funding** | <br> |
| B. Creates and monitors processes for educators to assume leadership and decision-making roles<br>*Staffing* | - District team meetings (September/October 2014)<br>- School Leadership meetings (September 2014)<br>- Senior Leadership meetings (September/October 2014)<br>- PLCs (September/October 2014)<br>- School board meetings (September/October 2014)<br><br>**30 Day Focus: Document and evaluate leadership responsibilities among stakeholders**<br><br>**Job Descriptions reviewed and posted online.** | <br> |

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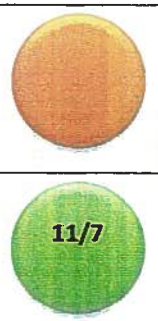
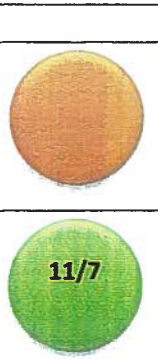
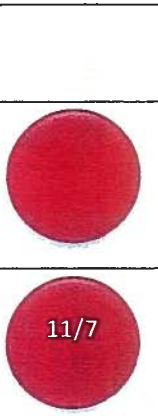
| C. Ensures processes for hiring, inducting and mentoring new teachers, new school executives and other staff that result in the recruitment and retention of highly qualified and diverse personnel; develops appropriate succession plans for key district roles and places staff in strategically effective positions<br>*HR Functions* | - CIA job description revision (October 2014)<br>- Review of District Admin Roles (October 2014)<br>- Point of Contact Posted (October 2014)<br><br>**30 Day Focus: 1) Utilize T & L review data to determine district needs as it pertains to staffing; 2) Finalize organizational chart** |  |
| D. Uses data to create and maintain a positive work environment<br>*Culture/Environment* | - Transition Survey (September/October 2014)<br>- District Diagnostic Review (August/September 2014)<br><br>**30 Day Focus: Review the most recent TELL Survey data.** |  |
| E. Provides for results-oriented professional growth and learning that is aligned with identified 21st century curricular, instructional, and assessment needs, is connected to district improvement goals, and is differentiated based on staff needs<br>*Professional Learning* | **30 Day Focus: Review School Leadership Self-Assessment with principals to develop plan for professional learning.**<br><br>**Plan will be developed to address areas in collaboration with senior leadership team.** |  |

| Standard 5: Managerial Leadership<br>The superintendent ensures that the district has processes and systems in place for budgeting, staffing, problem solving, communicating expectations, and scheduling that organize the work of the district and give priority to student learning and safety. The superintendent must solicit resources (both operating and capital), monitor their use, and assure the inclusion of all stakeholders in decision about resources so as to meet the 21st century needs of the district. | | |
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| A. Prepares and oversees a budget that aligns resources with district vision and needs<br>*Finance* | - Strategic Funding: Race to Excellence (September/October 2014)<br><br>**30 Day Focus: Perform evaluation of Finances alignment to T & L.**<br><br>**Met with KDE official to discuss the possibility of evaluating systems, also had initial discussion about systems and will attend Systems training on December 5, 2014** | <br> |
| B. Identifies and plans for facility and technology needs<br>*Capital Planning* | - SFCC Offering (October 2014)<br>- Bandwidth Increase (October 2014)<br>- Resolution of AG Barn (October 2014)<br><br>**30 Day Focus: Begin revision of the Facilities Plan**<br><br>**Met with SFCC officials to perform walk-through of FCHS. First FTO committee meeting on November 11, 2014 to begin revisions of the facilities plan.** | <br> |

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| C. Continually assesses programs and resource allocation<br>*Resourcing* | - Financial Internal Audit (September 2014)<br><br>**30 Day Focus: Evaluate financial allocations per instructional program and district department.** | <br> |
| D. Develops and enforces clear expectations for efficient operation of the district including the efficient use of technology<br>*Effectiveness and Efficiency* | - District of Distinction/School of Distinction (September/October 2014)<br>- Technology/YouTube/Kahn Academy Training (October 2014)<br><br>**30 Day Focus: Review and evaluate instructional technology usage in the district by reviewing the technology plan.**<br><br>**Developed PDSA for Mobile Lab at FCHS, also alignment to the curriculum and instruction. Also, identified survey or Instructional Technology usage.** | <br> |
| E. Builds consensus and resolves conflicts effectively<br>*Conflict Resolution* | - District team meeting (September/October 2014)<br>- School Leadership meetings (September 2014)<br>- School-based PLCs (September/October 2014)<br>- Point of Contact Revised and Uploaded to Web (October 2014)<br>- Committees (September/October 2014)<br><br>**30 Day Focus: Revise and upload Organizational Chart to web (October 2014)** | <br> |

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| F. Assures an effective system of districtwide communication<br>*Communication* | - Weekly Leadership Connection (September/October 2014)<br>- Agendas/Minutes District/School Leadership Meetings posted (September/October 2014)<br>- Newspaper Articles<br>- District Letter<br>- Superintendent Message<br>- Website usage<br><br>**30 Day Focus: Revise District Communication Plan**<br><br>**The first Communication Committee will meet on November 11, 2014 to begin revision of the district's communication plan.** | <br> |
| G. Continually assesses the system in place that ensures the safety of students and staff<br>*Safety/Security* | - Implemented pre-inspection of facilities (October 2014)<br>- Pre-trip weekly evaluation (October 2014)<br>- Bed Bug Protocols (October 2014)<br><br>**30 Day Focus: Analyze inspection data and report.**<br><br>**Met with Fire Marshall – holding on his schedule.** | <br> |
| H. Works with local and state agencies to develop and implement emergency plans<br>*Safety/Security* | - Met with FC Sheriff (September 2014)<br>- Safe Schools Report<br><br>**30 Day Focus: Review and evaluate current FCS Emergency Plan. Identify areas of improvement** | <br> |

| Standard 6: Collaborative Leadership<br>The superintendent, in concert with the local board of education, designs structures and processes that result in broad community engagement with support for and ownership of the district vision. Acknowledging that strong schools build strong communities, the superintendent proactively creates, with school and district staff, opportunities for parents, community members, government leaders, and business representatives to participate with their investments of resources, assistance, and goodwill. | | |
|---|---|---|
| A. Develops collaborative partnerships with the greater community to support the 21st century learning priorities of the school district and its schools; develops and grows realistic and positive dispositions about oneself and facilitates growth in others.<br>*Vision/High Expectations* | - Met with Flemingsburg Mayor (September 2014)<br>- Met with FC Sheriff (September 2014)<br>- Weekly Church Services (September/October 2014)<br>- KEA Meeting (October 2014)<br>- Reached out to the FC Ministerial Association (October 2014)<br>- Reached out to local newspapers (October 2014)<br><br>**30 Day Focus: Create a Draft of the Community Engagement Plan** | <br> |
| B. Ensures systems that engage the local board and all community stakeholders in a shared responsibility for achieving district goals for students and school success<br>*Stakeholder/Community Involvement* | - T& L emphasis at Board meetings (September/October 2014)<br>- Newspaper Articles (October 2014)<br>- Student Council (September/October 2014)<br>- Elementary Reading (October 2014)<br>- Sunday Church Services (September/October 2014)<br>- KEA Meeting (October 2014)<br><br>**30 Day Focus: Create a Draft of the Community Engagement Plan** | <br> |

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| C. Implements proactive partnerships with community colleges, universities, professional organizations, educational cooperatives, and/or other key professional development organizations to provide effective professional learning opportunities<br>*Professional Learning/Stakeholder Involvement* | - Meeting with Morehead University President (September 2014)<br>- KDE Internal Review Staff (September 2014)<br>- KDE Instructional Staff at High School (September 2014)<br>- KDE Instructional Staff (August/September/October 2014)<br><br>**30 Day Focus: Create a draft of the Community Engagement Plan** | <br> <br> |
| D. Implements proactive partnerships that remove barriers thus ensuring all students have access to college and career courses in high school<br>*Stakeholder Involvement* | - Met with School Social Workers (October, 2014)<br><br>**30 Day Focus: Create a draft of the Community Engagement Plan** | <br> <br> |

| Standard 7: Influential Leadership<br>The superintendent promotes the success of learning and teaching by understanding, responding to, and influencing the larger political, social, economic, legal, ethical, and cultural context. From this knowledge, the superintendent works with the board of education to define mutual expectations, policies, and goals to ensure the academic success for all students. | | |
|---|---|---|
| A. Understands the political systems involving the district<br>*Political Context* | - Met with Sherriff (September 2014)<br>- School Board Meetings and Work sessions (September/October 2014)<br>- Sunday Church Services (September/October 2014)<br><br>**30 Day Focus:**<br><br>**Attended the Bath Co. Legislative Meeting in November, 2014** | <br> <br> |
| B. Defines, understands, and communicates the impact on proposed legislation<br>*Legal/Ethical* | - Board Policy Application (September/October 2014)<br><br>**30 Day Focus: Review and discuss updated district and state policies that are relevant at each monthly meeting** | <br> <br> |

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| C. Applies laws, policies and procedures fairly, wisely, and considerately<br>*Legal* | - Board Policy Application (September/October 2014)<br><br>**30 Day Focus: Review and discuss updated district and state policies that are relevant at each monthly meeting** | <br> |
| D. Utilizes legal systems to protect the rights of students and staff and to improve learning opportunities<br>*Legal* | **30 Day Focus: Meet with district judge, circuit judge, and probation officers to begin building a relationship.** | <br> |
| E. Accesses local, state and national political systems to provide input on critical educational issues<br>*Political Context; Stakeholder/ Community Involvement* | - School Board Meetings and Work sessions (September/October 2014)<br>- City Zoning Meeting (October 2014)<br><br>**30 Day Focus: 1) Attend City Council meeting and begin building relationships; 2) meet with Commissioner Holliday; 3) make contact local state elected officials** | <br> |

## INTRODUCTION

The Superintendent's Report to the Fleming County Board of Education is organized by the strategic goals (draft) that provide a framework for our work. The intent is to provide Board members and the public with a consistent and formal look at the work being done in the district and how this aligns with our identified priorities, mission, and milestones. Each month, I will provide specific highlights of key work happening in our schools, in our communities, and across our school district. These highlights should give us a way to reflect on work that is accelerating our ability to increase achievement and learning for every one of our students.

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| **Goal 1: Teaching and Learning**<br><br>*Promote teaching that prepares students to be college/career ready who are lifelong learners and competitive in the 21st century global economy.* | ▪ The 2014 Instructional Transformation Grant has been awarded to Fleming Co. Schools ($50,000/3 years) to support the district's work to ensure effective teachers and leaders in our schools, to create a district-wide standards-based system of assessment, and to provide high quality, differentiated professional learning for teachers.<br><br>▪ T & L Internal Review<br>▪ Academic Intervention Plan<br>▪ Beginning stages of a district-wide curriculum<br>▪ Cindy Combs, SMS, KSTA Teacher of the Year<br>▪ Whitney Wilson, SMS Media Specialist, $3,000 grant for books |
| **Goal 2: Fiscal**<br><br>*Develop systems to ensure sound fiscal management designed to support effective teaching and learning.* | ▪ Fuel Management – Fleet Cards<br>▪ Beginning stages of an electronic timesheet system<br>▪ Beginning stages of PO requisitions<br>▪ 2013-2014 Financial Audit<br>▪ Strategic Funding: Race to Excellence<br>▪ Financial Accountability, Processes, and Procedures<br>▪ Network upgrades |
| **Goal 3: Communication**<br><br>*Improve content, frequency and transparency of communication with and among stakeholders to enhance teaching and learning.* | ▪ Website evaluated for usability and accessibility<br>▪ Communicating information through website<br>▪ District committees<br>▪ Communication Plan<br>▪ Community Engagement Plan |

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| **Goal 4: Culture**<br><br>*Promote a culture where all stakeholders are valued and high expectations are shared.* | ▪ Recruitment, Retention and Recognition Plan<br>▪ Plan to improve morale using the TELL data.<br>▪ Beginning stages creating a Professional Learning Framework<br>▪ Beginning stages of a creating a Teacher Leadership Academy |
| **Goal 5: Accountability**<br><br>*Develop a comprehensive district-wide accountability framework that ensures and evaluates the effectiveness of the district systems and the teaching and learning process.* | ▪ Benchmark assessment system<br>▪ Professional learning opportunities aligned to the FC Strategic Goals<br>▪ Faculty/staff accountability<br>▪ District 30 Day Focus Plan<br>▪ Superintendent's Self-evaluation |

**Fleming County Schools**
Strategic Goals (Draft – Approved by Board 10.16.2014)

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**TEACHING AND LEARNING:** Promote teaching that prepares students to be college/career ready who are lifelong learners and competitive in the 21st century global economy.

**FISCAL:** Develop systems to ensure sound fiscal management designed to support effective teaching and learning.

**COMMUNICATION:** Improve content, frequency and transparency of communication with and among stakeholders to enhance teaching and learning.

**CULTURE:** Promote a culture where all stakeholders are valued and high expectations are shared.

**ACCOUNTABILITY:** Develop a comprehensive district-wide accountability framework that ensures and evaluates the effectiveness of the district systems and the teaching and learning process.

**Fleming County Schools**
*District Strategic Goals* (Draft 11.12.2014)

**TEACHING AND LEARNING:** Promote teaching that prepares students to be college/career ready who are lifelong learners and competitive in the 21st century global economy.

*Objective No.1: Improve academic achievement for all.*

| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
|---|---|---|
| • By January 2015, implement a district-wide K-6 spelling list.<br>• By August 2015, implement processes, procedures, and strategies for K-3 early interventions.<br>• By August 2015, implement strategies to improve learning among overall GAP group.<br>• By April 2015, develop 7-12 a district-wide vocabulary list.<br>• By April 2015, develop a district-wide summer reading list by grade level.<br>• By August 2016, begin district-wide SACS accreditation process. | | |

*Objective No. 2: Implement an effective instructional program aligned to the common academic standards.*

| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
|---|---|---|
| • By August 2015, implement a pre-school program located at a centralized location within the district.<br>• By August 2015, implement a district-wide K-12 curriculum for all core subjects (such as EngageNY).<br>  ○ During the 2014-2015 school year work with teachers to receive necessary training.<br>• By August 2017, start a full-day kindergarten program with certified teachers.<br>• By August 2016, implement a pre-AP program focused on STEM at Simons Middle School.<br>• By August 2018, create AP pathways at Fleming County High School<br>• By August 2015, provide strategic professional development to teachers targeting the use of district-wide K-12 curriculum. | | |

*Objective No.3: Intervention – Implement tiered academic and behavioral intervention programs for students with identified needs.*

| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
|---|---|---|
| • By August 2015, develop and implement a district-wide framework/model for providing strong and intensive intervention services – RTI, Tiers.<br>• By August 2015, develop and implement protocols for monitoring student progress – Data rooms, Data Walls, Data Boards.<br>• By August 2015, develop protocols to identify and address K-12 students with chronic behavior issues, such as PBIS. | | |

*Objective No.4: Technology – Provide access 21st century technology to support teaching and learning.*

| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
|---|---|---|
| • By August 2015, develop plan for annual technology upgrades.<br>• By August 2015, revise model for professional development in instructional technology<br>• By August 2017, improve technology infrastructure to include .....wireless network | | |

*Objective No.5: Programs – Provide strategic programs to supplement the teaching and learning environment.*

| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
|---|---|---|
| • By August 2015, revise strategies for student attendance<br>• By January 2016, implement school-based student program – aligned with the district's behavior plan.<br>• By August 2016, identify strategies to improve student wellbeing and achievement - Lifeline. | | |

| **FISCAL:** Develop systems to ensure sound fiscal management designed to support effective teaching and learning. | | |
|---|---|---|
| *Objective No.1: Provide the resources necessary to accelerate the use of technology to support teaching and learning* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By January 2015, maximize bandwidth potential by replacing the core router.<br>• By April 2015, revise network infrastructure plan<br>• By June 2016, provide wireless network saturation in all schools.<br>• By June 2015, develop plan for desktop replacement. | | |
| *Objective No.2: Implement a plan that ensures each school site is conducive to the teaching and learning process.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By April 2015, revise school facilities plan.<br>• By June 2015, create a 3,5, and 10 year plan of all school facilities needs | | |
| *Objective No.3: Implement deferred maintenance and routine maintenance programs which will extend the life of all buildings and prevent premature capital outlay for replacement.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By August 2015, implement a new maintenance procedures for electronic work orders<br>• By August 2015, implement electronic work order system for maintenance requests. | | |
| *Objective No.4: Implement a well-balanced food and nutritional program in all schools.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By August 2015, expand the current Community Eligibility Provision (CEP) to all schools.<br>• By April 2015, design a summer feeding program.<br>• By November 2015, complete labor and engagement analysis. | | |
| *Objective No.5: Implement a Financial System that fully monitors the district's payroll, purchase orders, accounting procedures and budget.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By January 2015, implement an e-Stub payroll system.<br>• By August 2015, implement an electronic timesheet software system. | | |

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| • By November 2014, implement a fleet card system for fuel management.<br>• By January 2015, revise all policies and procedures relating to financial management. | | |

| **COMMUNICATION:** Improve content, frequency and transparency of communication with and among stakeholders to enhance teaching and learning. | | |
|---|---|---|
| *Objective No.1: Improve internal and external communication accuracy in a timely manner.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By August 2015, implement a systematic process for conducing stakeholder surveys.<br>• By December 2014, revise the district's communication plan and present to the school board.<br>• By January 2015, finalize communication plan and post online. | | |
| *Objective No.2: Improve two-way communication with stakeholders.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By August 2015, develop professional development to include website communication training.<br>• By January 2015, implement monthly staff meetings to include all district staff.<br>• By April 2015, establish annual centralized school-based management council session. | | |
| *Objective No.3: Improve quality of communication with students.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By August 2015, establish monthly plan to meet with student representatives from all schools.<br>• By August 2015, include student representation at monthly school board meetings.<br>• By January 2015, include specific strategies to communicate with students in the district's communication plan. | | |
| *Objective No.4: Improve usage of the district's website by all stakeholders.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By January 2015, evaluate district website for usability and accessibility<br>• By August 2015, develop professional development to include website communication training.<br>• By April 2015, develop training for parent organizations on how to access and use the district's website.<br>• By August 2015, develop district-wide plan to update and maintain the | | |

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| district and schools website. | | |
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| **CULTURE:** Promote a culture where all stakeholders are valued and high expectations are shared. | | |
|---|---|---|
| *Objective No.1: Engage and collaborate with groups inside and outside of the district community for mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By November 2014, develop a community engagement plan for Spring 2015 and the 2015-2016 school year.<br>• By April 2015, organize and host the Fleming County Education and Economic Summit.<br>• By January 2015, implement the Fleming County School Strategic Plan.<br>• By January 2015, revise and implement the Fleming County Communication Plan. | | |
| *Objective No.2: Study and evaluate trends of the annual TELL survey.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By November 2014, review the 2013 TELL survey data and develop plan to address areas of concern.<br>• By July 2015, review the 2015 TELL survey data and develop plan to address areas in need of improvement. | | |
| *Objective No.3: Develop annual achievement goals.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By November 2015, develop achievement goals based on school and student growth from the 2015 school report cards and individual student profiles.<br>• By September 2015, develop student performance targets based on MAP.<br>• By February 2015, review the student voice survey results and develop plan to address areas in need of improvement.<br>• By September 2015, develop teacher professional growth goals based on multiple sources of data.<br>• By July 205, implement and evaluate the FC Strategic Plan based on | | |

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| multiple sources of data. | | |

| **ACCOUNTABILITY:** Develop a comprehensive district-wide accountability framework that ensures and evaluates the effectiveness of the district systems and the teaching and learning process. | | |
|---|---|---|
| *Objective No.1: Develop a district-wide assessment system to measure student learning.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By August 2014, implement a district-wide benchmark system in areas of Reading, English and Math.<br>• By January 2015, implement the Fleming County Schools Assessment Plan. | | |
| *Objective No.2: Develop a model to monitor and measure systems for quality.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By December 2014, implement the Fleming County Schools' District Leadership Walk-through Process and Tools.<br>• By December 2014, implement the Fleming County Schools' PLC Implementation Framework.<br>• By July 2015, calibrate the sources of data to determine levels of quality. | | |
| *Objective No.3: Develop process to analyze and report systems data.* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By December 2014, provide monthly data overviews to the Board of Education.<br>• By March 2015, post data reports on the Fleming County website. | | |
| *Objective No.4: Analyze System Data* | | |
| ***Definitions of Success*** | ***Source of Data*** | ***Progress*** |
| • By January 2015, implement the Fleming County district-wide assessment plan.<br>• By March 2015, implement regular monthly principal professional learning communities (PLCs) to analyze data.<br>• By August 2015, include data specific training in the 2015-2016 Professional Development Plan. | | |

**Fleming County Schools**
*30-Day Focus Progress Report* (11.07.2014)

| **Standard 1: The system maintains and communicates at all levels of the organization a purpose and direction for continuous improvement that commit to high expectations for learning as well as shared values and beliefs about teaching and learning.** | | |
|---|---|---|
| | **Lead** | **Due Date** |
| 1.1 Goal<br>Standardize walkthrough process, tool, and data analysis process. | Lesia Eldridge | October 31, 2014 |
| 1.2 Goal<br>District-wide assessment and monitoring plan | Lesia Eldridge | October 31, 2014 |
| 1.3 Goal<br>Review most recent TELL Survey and begin addressing areas in need of improvement | Senior Leadership Team | October 31, 2014 |
| 1.3 Goal<br>Create Diagram of District Systems | Senior Leadership Team | November 17, 2014 |
| 1.4 Goal<br>Include principals in district school walkthroughs and formalize debriefing and sharing of information | Lesia Eldridge | October 31, 2014 |
| **Standard 2: The system operates under governance and leadership that promote and support student performance and system effectiveness.** | | |
| | **Lead** | **Due Date** |
| 2.1 Goal<br>KSBA Training for policies and procedures | Senior Leadership Team | October 24, 2014 |
| 2.1 Goal<br>Review district procedures | Senior Leadership Team | November 17, 2014 |
| 2.1 Goal<br>Map out walk-though plan | Lesia Eldridge | October 31, 2014 |
| 2.1 Goal<br>Evaluation plan for classified staff | Greg Emmons | November 12, 2014 |
| 2.2 Goal<br>Create 2015-16 professional learning plan | Lesia Eldridge | November 17, 2014 |
| 2.2 Goal<br>Finalize FCS organizational chart | Greg Emmons | October 31, 2014 |
| 2.2 Goal<br>Finalize job descriptions | Greg Conway<br>Greg Emmons | October 31, 2014 |
| 2.3 Goal<br>Standardize walk-through process, tool, and data analysis process. | Lesia Eldridge | October 31, 2014 |
| 2.4 Goal<br>District-wide curriculum implementation plan & create school formative assessment plan | Senior Leadership Team & Principals | TBD (after Internal Review) |
| 2.5 Goal<br>Develop community engagement plan | Mendy High/FRYSC | November 17, 2014 |
| 2.6 Goal<br>Standardize walk-through process, tool, and data analysis process | Lesia Eldridge | October 31, 2014 |

| **Standard 3: The system's curriculum, instructional design, and assessment practices guide and ensure teacher effectiveness and student learning across all grades and courses.** | | |
|---|---|---|
| | **Lead** | **Due Date** |
| 3.1 Goal<br>Fleming County Student Intervention System revision | Melissa James | November 12, 2014 |
| 3.1 Goal<br>Create ILP Goals | Lesia Eldridge<br>Melissa James<br>Denise Brown | November 12, 2014 |
| 3.2 Goal<br>District-wide assessment and monitoring plan | Lesia Eldridge | October 31, 2014 |
| 3.3 Goal<br>Fleming County Student Intervention System revision | Melissa James | November 12, 2014 |
| 3.4 Goal<br>District-wide assessment and monitoring plan | Lesia Eldridge | October 31, 2014 |
| 3.4 Goal<br>Standardize walk-through process, tool, and data analysis process | Lesia Eldridge | October 31, 2014 |
| 3.5 Goal<br>PLC Implementation Framework | Brian Creasman | November 7, 2014 |
| 3.5 Goal<br>Revise time in school documentation to include observations and focus | Lesia Eldridge | October 31, 2014 |
| 3.6 Goal<br>Engage NY implementation plan & homework framework | Senior Leadership Team & Principals | TBD (pending Internal Review) |
| 3.7 Goal<br>Framework for induction | Greg Emmons<br>Lesia Eldridge | November 17, 2014 |
| 3.8 Goal<br>Community Engagement plan | Mendy High/FRYSC | November 17, 2014 |
| 3.8 Goal<br>Parent University framework | Mendy High/FRYSC | November 17, 2014 |
| 3.9 Goal<br>Formalized student mentoring framework (student advocacy) | Guidance Counselors | November 17, 2014 |
| 3.10 Goal<br>SBG troubleshoot committee meeting | Lesia Eldridge | October 28, 2014 |
| 3.11 Goal<br>2015-16 professional learning plan | Senior Leadership Team | November 17, 2014 |
| 3.11 Goal<br>Classified evaluation plan | Greg Emmons | November 12, 2014 |
| 3.12 Goal<br>Fleming County Student Intervention System committee | Melissa James | November 12, 2014 |

| **Standard 4: The system has resources and provides services in all schools that support its purpose and direction to ensure success for all students.** | | |
|---|---|---|
| | **Lead** | **Due Date** |
| 4.1 Goal<br>Finalize job descriptions and upload to web. | Greg Conway<br>Greg Emmons | November 12, 2014 |
| 4.2 Goal<br>Race to Excellence school-based funding plan | Greg Conway | November 12, 2014 |
| 4.3 Goal<br>Pre-inspection reports and system | Greg Conway | November 12, 2014 |
| 4.3 Goal<br>School-based checklist for facilities | Greg Conway<br>Greg Dunaway | November 12, 2014 |
| 4.3 Goal<br>FTO committee | Greg Conway<br>Denise Brown | November 15, 2014 |
| 4.4 Goal<br>FTO committee | Greg Conway<br>Denise Brown | November 15, 2014 |
| 4.4 Goal<br>Begin facility plan update<br>Facility walkthrough (11:30; Oct. 28) | Greg Conway | November 12, 2014 |
| 4.5 Goal<br>Mobile lab usage documentation | Denise Brown | November 12, 2014 |
| 4.5 Goal<br>Lesson plans aligned to mobile lab usage | Denise Brown | November 12, 2014 |
| 4.5 Goal<br>Race to Excellence school-based plan | Greg Conway | November 12, 2014 |
| 4.6 Goal<br>FTO committee/facilities plan | Greg Conway<br>Denise Brown | November 15, 2014 |
| 4.6 Goal<br>Evaluation of instructional technology | Denise Brown | November 12, 2014 |
| 4.7 Goal<br>District assessment/monitoring plan | Lesia Eldridge | October 31, 2014 |
| 4.7 Goal<br>District-wide walk-though plan | Lesia Eldridge | October 31, 2014 |
| 4.7 Goal<br>PE Grant Evaluation plan | Greg Conway | November 12, 2014 |
| 4.7 Goal<br>Gifted Program Evaluation plan | Lesia Eldridge | November 12, 2014 |
| 4.7 Goal<br>FCSIS evaluation plan | Melissa James | November 12, 2014 |
| 4.8 Goal<br>FCSIS review | Melissa James | November 12, 2014 |

| **Standard 5: The system implements a comprehensive assessment system that generates a range of data about student learning and system effectiveness and uses the results to guide continuous improvement.** | | |
|---|---|---|
| | **Lead** | **Due Date** |
| 5.1 Goal<br>District-wide assessment and monitoring plan | Lesia Eldridge | October 31, 2014 |
| 5.1 Goal<br>Teaching and Learning Review (internal review, standard 3) | Senior Leadership Team<br>KDE | October 27-29, 2014 |
| 5.2 Goal<br>District-wide assessment and monitoring plan | Lesia Eldridge | October 31, 2014 |
| 5.2 Goal<br>Data evaluation framework | Senior Leadership Team | November 12, 2014 |
| Data book review plan | Senior Leadership Team | November 12, 2014 |
| 5.3 Goal<br>2015-16 professional learning plan | Senior Leadership Team | November 17, 2014 |
| 5.3 Goal<br>Operational data analysis framework | Senior Leadership Team | November 12, 2014 |
| 5.4 Goal<br>District-wide assessment and monitoring plan | Lesia Eldridge | October 31, 2014 |
| 5.5 Goal<br>Community engagement plan | Mendy High/FRYSC | November 17, 2014 |
| 5.5 Goal<br>Standardize walk-through process, tool, and data analysis process | Lesia Eldridge | October 31, 2014 |

**SBG Meeting**

**November 3, 2014**

**What's working?**

- Grading summative assessments as a true reflection of mastery of standards. Can now predict how students will do on state assessments because we know what they know.
- Helped to design tests better, focused on standards
- Like the idea/concept
- Opened eyes as to what is important and what is not
- Accountability on the part of teachers to teach to the standards
- Students want to work towards having a higher grade
- Rewards students with good work ethic
- Fewer students fail
- Kids with little support at home are not penalized for failing to complete homework
- Kids who struggle to be organized are not penalized under SBG

**What are the problems or barriers to success?**

- No standards-based report card
- No way for a student to fail
- Inconsistent application of the guidelines within buildings and district
- Scale is problematic with some
- Issues with congruency with colleges?
- Parents don't understand because they don't know what the percentage or letter grade is.
- Students not mastering as they are settling.
- Higher level kids frustrated with scores
- Finding time to reteach
- Student motivation because they settle
- Students not performing on the formatives, unable to use them to gauge student learning; then blowing off summatives, in order to take again or see what the test looks like
- How students are named to honor roll
- Some teachers are putting in zeroes
- No consistency when students come in or are pulled in for retakes
- How do we minimize the number of retakes?
- Reporting is problematic
- Lack of help, time,
- Becoming more complicated; continuing to be more on teachers and less on kids; would like to incorporate formatives into grade
- Parents are not getting communication from the school; lack of communication

- Not real life; not preparing kids for college
- Students don't understand how to meet deadlines

# Fleming County Schools

Superintendent's Council Meeting

Date 11/13/14 Location Central Office Time 3:45

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|---|---|
| KATHY SORRELL | |
| PAM MCGLONE | |
| LISA DEHART | |
| BETSY NIEL | |
| JORDAN FRITZ | |
| JILL GRIER | |
| KRISTY OREM | |
| BECKY BOYD | |
| LAURIE CARR | |
| STACEY TRANBARGER | |
| MICHELLE HUNT | |
| SHANNON PLANCK | |
| AMANDA NORRIS | |
| JOYCE DRYDEN | |
| SUPERINTENDENT CREASMAN | |

Denise D. Brown