Organizing for Success
Superintendent’s Update
A Relentless Focus: The Success and Achievement of Our Students
Academics

• **Summer School** and **City Recreational Center Partnership** with City started on Monday
• Several **core Curriculum and Instruction positions posted** on district website
• Analysis of **Partnership School strategies** taking place
• Announcement of **new testing calendar** for 2017-18 with fewer assessments
• 2017-18 focus on **curriculum audit** of reading and math; Identification of new adoption for 2018-19 with **new materials and training**; Development of **new diagnostic systems** for 2018-19
• Expansion of **training on the new standards** with a focus on K-2 due to new legislation on 3rd grade retention
• Exploring one to **one device deployment** at select sites for this school year
Operations

• Posting of vacant positions, reorganization of central office to better support schools

• Analyzing options for RFP on districtwide facility survey of school buildings

• Preparing for opening of schools, including one on one meetings with each principal with all departments

• Exploring options to relocate HR and Family and Community Engagement departments outside of the Fisher Building

• Preparing to initiate board policy review and Strategic Planning development
Talent

• Restructuring HR to prioritize the recruitment of teachers
• Shifting all administrative contracts to one year without individual perks
• Filling vacant principal positions through posting and stakeholder feedback
• Posting specific AP positions by school for principal selection
• Interviewing and selecting district level positions that have been posted
Finance

• **Selecting a full-time CFO** by end of July, early August

• Submitting a **detailed plan with timelines** to Finance Committee for Budget and Finance Restructuring

• Shift budget and finance office **from use of contracted service to full time employees** by next year to increase accountability, internal ownership, and sustainability

• **Integrate workflow** of various departments to increase productivity and accountability

• Develop a sense of **ownership around accuracy and timeliness** of payments

• Create **greater accountability and transparency** with department and school level budgets

• **Analyzing details of revenue and expenditures** districtwide

• Conduct **zero-based budgeting** process and align 2018-19 budget to new Strategic Plan
Engage & Prepare

Dialogue
Engage with stakeholders to understand priorities and context.
- Board Members
- Teachers
- Principals
- Families
- District Staff
- Detroit Federation of Teachers
- Business Leaders
- Philanthropic Organizations

Team
Build a best-in-class leadership team.
- Aggressively recruit top internal and external candidates to serve in senior leadership positions.
- Build a team that wants to lead on behalf of students, families, educators and our city.

Foundations
Lay groundwork that positions us for long-term success.
- Streamline Organizational Structure
- Complete teacher CBA
- Prioritize teacher recruitment & hiring
- Ensure a smooth opening of schools
- Support for Partnership Schools
Stakeholder voices are clear.

Stakeholders have been clear and consistent about what they want and need from the central office.

Board Members
Teachers
Principals
Families
District Staff
Detroit Federation of Teachers

Students and Educators First
Clear Purpose and Urgency
Dedication to Quality
Commitment to Continuous Improvement
Efficiency and Accountability
Our reorganization responds to those voices and our focus on the success of our students.
Strategy 1: Prioritize Schools

**Budget**

*Free up financial resources to better support schools.*

The reorganization will generate more than $5 million of revenue, which will be provided to schools to improve technology access, programming, and teacher and principal professional development.

**Staffing**

*Give schools increased access to certified teachers.*

The reorganization places 60 fully certified teachers back in schools to mitigate vacancy challenges, give more student access to strong teachers, and bolster school leadership teams.
Strategy 2: Develop Leadership

Retain and Elevate Local Talent

Recruit Executive Leaders who are Superintendent Ready

Search for High-Potential Leaders Through Interview Process

Our leadership team will model (and be held accountable for) the traits and values our stakeholders are calling for:

- A laser-like focus on serving students and schools
- A sense of urgency around our work
- An unwavering dedication to quality
- A commitment to serve, problem solving, humility, reflection, and continuous improvement
Strategy 3: Prioritize Quality

Increase Ownership

The new structure removes duplicative positions at the district level to clearly define the vision, duties and responsibilities of all staff.

Streamline Communication

Eliminating the network structure will tighten the connection between schools and the central offices staff, encourage shared accountability, while removing communication bottlenecks.

Focus on Achievement

To improve student achievement, we need to radically revise our approach to teaching and learning with an infusion of new talent. We will be relentlessly focused on improving instruction and establishing new ways of work.
By prioritizing schools, leadership and quality in our reorganization we are establishing a students-first culture.
High-Level Timeline

**Engage & Prepare**

*Summer 2017*

Continue to meet with stakeholders to understand context and lay the groundwork for long range improvement.

**Analyze & Plan**

*Fall/Winter 2017-18*

Analyze our way of work across divisions and generate a strategic plan to drive improvement.

**Build**

*Spring/Summer 2018*

Focus on building systems to ensure all efforts support instructional improvement in schools.

**Implement**

*2018-19 School Year*

Implement key reforms to fulfill the commitments in our strategic plan.

*Speramus Meliora; Resurget Cineribus*