

Moving Forward Together

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Portland Public Schools
School Board
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First 90 days-

Here's what I heard ...

- Students who are engaged and who feel connected to and proud of their school
- Staff who love what they do: love Portland, their students and their work with this district
- Passion, commitment, desire to do the best we can to for our students
- Strong, distinct culture in each of our schools
- Creative, innovative programs and practices
- Motivated families with a desire to be connected and make a difference in their school community
- **HOPE** – we can be so much better!



AND...

- Too many initiatives on the plate
- Uneven inclusion in processes and decision making
- Concerns about equity of quality, access, opportunity, resources
- Central office: needs to provide more direct support to schools
- Hunger for **FOCUS** and **COHERENCE**



MOVING FORWARD

- Energy at the school level
- Working on how to be an effective **system of schools**

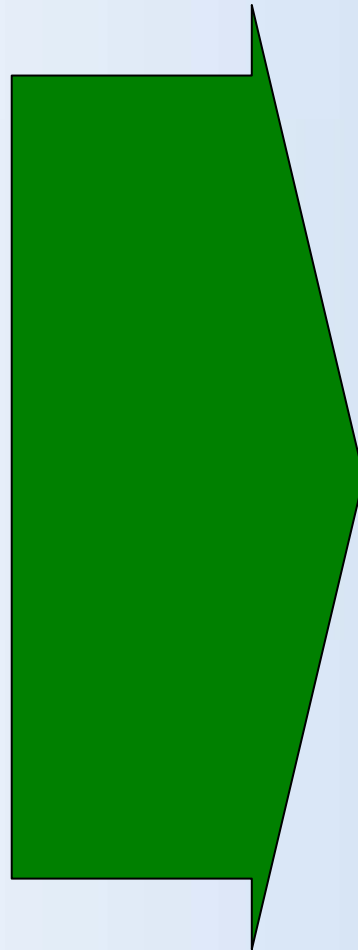
BOTH District-wide consistency and coherence AND
distinctive individual school cultures

Experience central office as true support rather than as
a competing demand on schools' time



MY COMMITMENT

Build a district that has
a place for and
fully challenges
and **supports**
every one of our
students.



GOAL

Accelerate
achievement
for all students,
and
decrease the
achievement
gap.



WHAT we do

HOW we do it



Integrity

Walk your talk and follow through

If we say one thing but do another, we create dissonance in the very space of the organization...What we lose when we fail to create consistent messages, when we fail to 'walk our talk' is not just personal integrity...we lose the partnership...that can help bring form and order to the organization.

Wheatley



Build Connective Tissue

Facilitate connections between people.

The power in organizations is the capacity generated by relationships. It is a real energy that can only come into existence through relationships. I look carefully at how a workplace organizes its relationships, not its tasks, functions and hierarchies, but the patterns of relationship and the capacities available to form them.

Wheatley



Build Ownership

**People support what they
take part in creating.**

Solutions are achieved when **‘the people with the problem’ go through a process together to become ‘the people with the solution’**. The issues have to be internalized, owned and ultimately resolved by the relevant parties to insure enduring progress.

Heifetz



Key Messages

- **Excellence matters**

Expect and strive for excellence:

- For every student, in every classroom every day, and
- In how each of us do our work – every day.

- **Leadership matters**

Lead our schools and students together. As leaders:

- Recognize that the quality and integrity of relationships matter,
- Model and set the tone for the organization, and
- Build a culture where students, teachers and principals are at the center of the work.

- **Accountability matters**

Measure and communicate with our community:

- How all students are performing and progressing,
- How we engage people in critical decision making and problem solving, and
- How we use our money and resources.



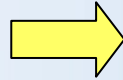
Guiding Principles

- **FOCUS our time, talent and resources** on providing high quality instruction for every student, in every classroom every day
- **Build community** – within each school, between schools AND with the families and neighborhoods we serve
- **Examine all our work through the lens of race and equity**
- **Recognize that every voice matters**
- **Continue to ask the hard questions** and recognize but not be satisfied with incremental progress
- **Create & maintain the urgency without being frenetic**



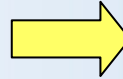
Superintendent Goals (18 months)

Build the Vision



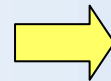
- Accelerating Achievement
- High School Strategy
- Facilities Plan

Build the Team



- Align and develop leadership team
- Enhance principal leadership
- Staff/ community/parent engagement model

Build the Foundation



- Fully implement K-8 and core curriculum
- Refocus professional development
- Advocate for sustainable funding



Immediate Priorities (February – June 2008)

District Equity Leadership

Develop plan to integrate equity work across district initiatives;
examine everything through the lens of race and equity

Making K-8s Work

Develop support
plan and benchmarks for
K-8 reconfiguration
implementation

HS Strategy

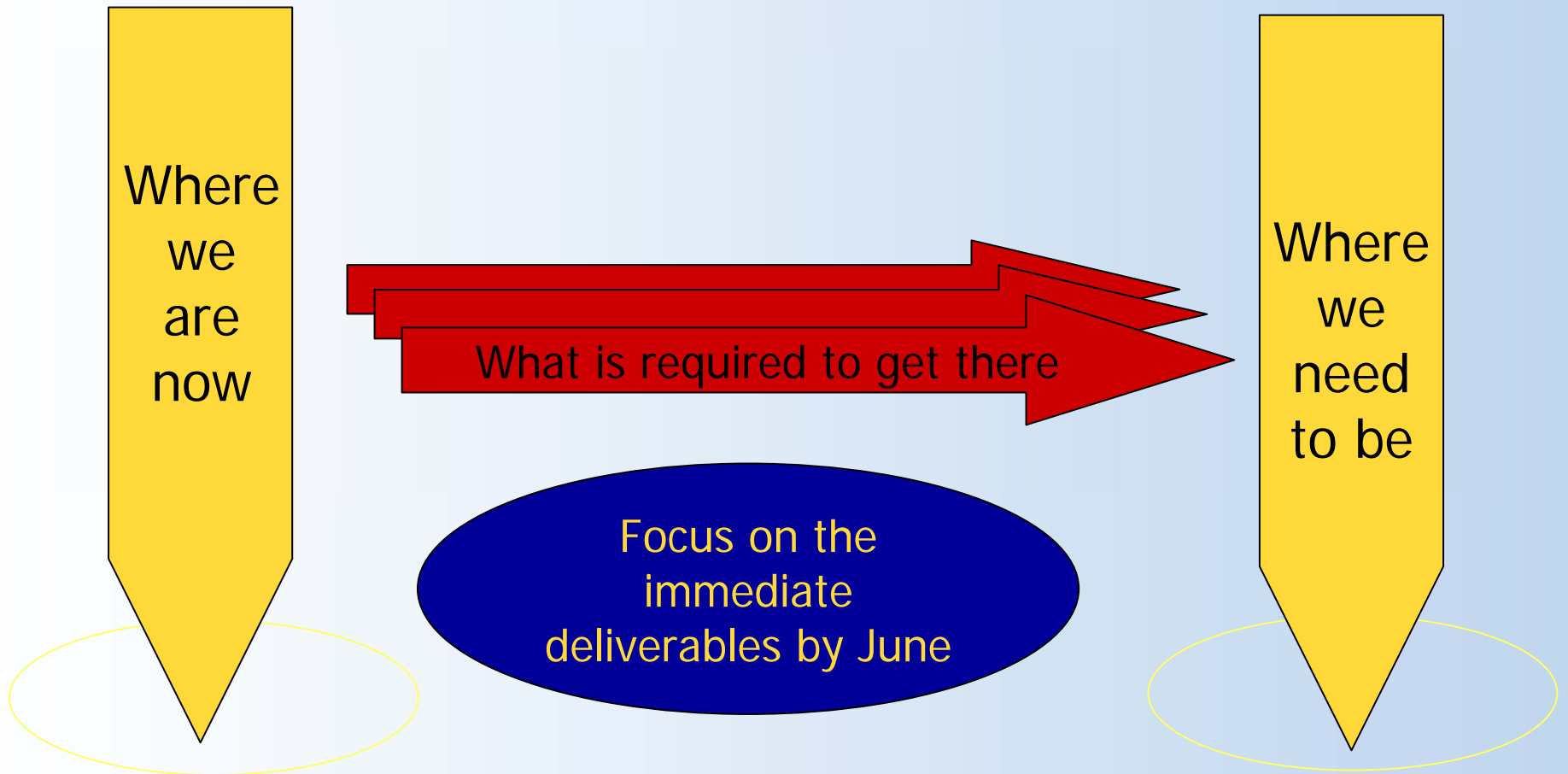
Develop
district-wide
high school strategy.

Accelerating Achievement

Articulate coherent
strategy to improve
student achievement
and close the gap.



Define the Outcomes & the Path



Key Messages

- The **What**:
 - **FOCUS** ON FOUR PRIORITIES
- The **How**:
 - **COLLABORATIVE** APPROACH
 - DEFINING CLEAR **MILESTONES**
 - FOCUS ON **OUTCOMES**

