



Our Vision

Newport News Public Schools is a community of lifelong learners that demonstrates the knowledge, skills, and values required for productive global citizenship.

Our Mission

The mission of Newport News Public Schools is to provide a quality education that encourages every student to realize his/her fullest potential.

The Agenda For Public Education

Achievement Benchmarks & Their Success Indicators

Student Preparedness

- Enrollment in rigorous curriculum
- Grade point average (GPA) at graduation
- Enrollment in math or science
- Involvement in Career Pathways
- Advanced Placement test scores and dual enrollment credit

Literacy

- Standards of Learning (SOL) pass rates and pass advanced rates

Math

- Standards of Learning (SOL) pass rates and pass advanced rates
- Eighth grade Algebra success

Teacher Retention

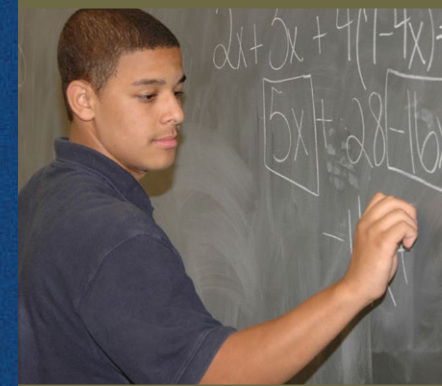
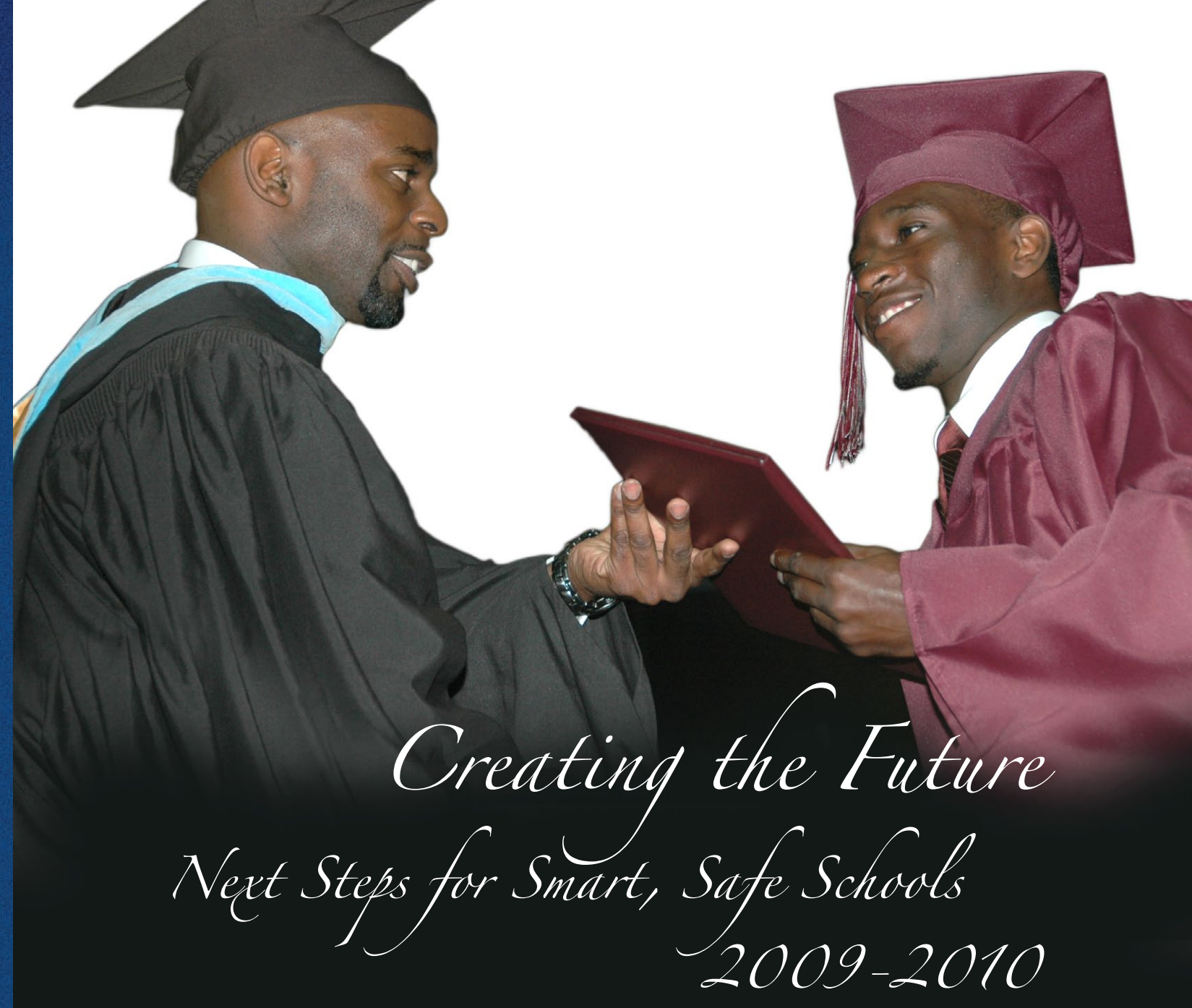
- Retention of all teachers
- Retention of new teachers

Dropout Prevention and Recovery

- Graduation and completion of high school
- Student success in the ninth grade

Youth Development

- Student participation in extracurricular activities



Our Next Steps . . .



Advance the Academic Agenda: College, Career, & Citizen-Ready Graduates

Our work will continue to focus on our end-product: graduates who are college, career, and citizen-ready. Our school practices must be *smart and safe*, to ensure excellence across schools and to sustain excellent results over time in order that our impact moves students beyond minimum standards. The NNPS benchmarks outline rigorous expectations for results and these will serve as the framework guiding our next steps. This work will require expert leaders and teachers, an aligned curriculum, coherent implementation of the curriculum across schools, and an accountability system that enables immediate diagnosis, intervention and extension.

Strategic Action Initiatives

Literacy, Math, 21st Century Learning, Career Preparedness, Dropout Prevention, and Youth Development: We will continue our focus on mastery of literacy and math skills as the foundation of meeting state and federal standards and will focus on achievement of all student subgroups. We must institutionalize the effective support practices for freshmen based on our learning from the Freshman Experience incubator. The creation of graduation coaches will enable our discovery of best practices necessary to support graduation and decrease dropouts. We will continue to identify and intervene with potential dropouts in middle school and will increase our use of electronic delivery of courses for credit recovery and for first-time course enrollees. Our 21st Century Classroom initiative will provide learning tools to all students, accelerated by the infusion of classroom technology, updated science labs, and teacher training funded with stimulus monies. The Career Pathways initiative will focus on high school and middle school implementation, including partnerships for internship/mentors/shadowing and the expanded implementation of the electronic portfolio. Expansion of high school Pathways opportunities will lead to future changes in schedules, course selections, and exit exhibition projects/activities. In addition, the strategic intention of Career Pathways is that students will expand their school involvement into community and career opportunities, and will practice workplace readiness skills in the classroom setting as preparation for career work habits. Thus, as implementation expands, the Career Pathways initiative will serve to advance both academic and youth development. Our work with students must focus on prevention of negative behavior using a system of rules and consequences coupled with a youth development framework of opportunities for involvement and support for citizenship habits. This work will require expanded after-school opportunities and a development component for adult sponsors, as well as classroom teachers. A focus on middle school youth development will continue to be a priority as we expand middle school sports opportunities.

Developing an expert staff to implement these initiatives remains an important priority. As student achievement increases, it is timely to encourage school innovation and differentiated approaches to extending student achievement beyond the standards. Next year schools will have the opportunity to propose unique areas of focus and school leaders will be invited to lead division think tanks and implementation teams, including how to increase pass-advanced scores and youth development. These strategies will enable NNPS to build capacity and expertise as teachers and administrators collectively develop and implement new approaches.

Strategic Thinking Initiatives

Do the current requirements and curriculum in NNPS prepare graduates to be college, career, and citizen-ready? It is imperative that we begin the process of examining our curriculum requirements and school practices to determine their applicability to a 21st Century graduate. To this end, I will establish think tanks to examine primary education, middle school program and practices, high school graduation requirements, and achievement equity. Teams of teachers, school leaders, and curriculum leaders will examine research and best practices with an end towards making recommendations for future policies and initiatives in NNPS.

Refine Accountability Systems

Meeting the benchmarks set by the School Board will require an accountability system and training plan that is responsive to the needs of:

- Classroom teachers to assist in frequent and accurate diagnose and intervention planning for student success
- School administrators to maintain each school's instructional program
- Central Office supervisors to target mastery/service gaps, develop immediate interventions, and engage in long-range planning to guide the future of NNPS

The organizational flexibility and resilience of NNPS is contingent upon having an accountability system that supplies accurate and timely data that will guide and ground decision-making. The reorganization of the Accountability and Technology departments positions NNPS to tackle issues of data quality for more accurate state reporting; training for data access for schools, teachers, and supervisors; and infrastructure to

support a dependable accountability system. Our student information system, eSIS, is approaching its tenth year of implementation. I will organize a team to evaluate our business practices regarding eSIS throughout the division to ensure that our student information system is modernized for the 21st Century.

Ensure Fiscal Sustainability

The current economy has presented fiscal management challenges to all state and local governments and NNPS is no exception. These challenges are expected to persist for the next two to three years. Ensuring that we make the best use of all sources of funding will be important as the revenue from the state and city continues to decline. The benchmarks will continue to provide a necessary framework for any spending decisions and will be used to guide our FY2011 budget process. While we were not able to offer salary increases in FY2010, we were able to keep the health care premiums flat for all employees. I will suggest that the Board establish a Finance Committee, in addition to the Budget Committee, to examine current and future financial practices of NNPS.

Our financial management over the past two years has positioned us to use stimulus funds to initiate innovations and improvements, rather than being in the position to backfill existing positions or programs. Our intent is to use these funds to extend adult learning, to equip classrooms with 21st century learning tools, and to modernize science labs and school facilities.

Foster Staff Retention and Development

Organizational excellence is contingent upon an expert staff. Expertise is developed over time; thus a loyal, long-term staff is essential. At the same time, it is imperative that we accelerate staff learning, as over half of our teaching staff has less than five years of experience. A staff development plan that is differentiated for employee needs and is implemented with fidelity across the division is essential to imprinting best practices with consistency at all work sites. A NNPS curriculum for employee development will be developed to serve new employees, all teachers in literacy and elementary and middle school math, new principals and supervisors, teacher leaders and support staff. Staff learning will be extended to more employees with the use of stimulus funds.

Without the financial means to provide salary increases, it is even more important that we continue strategies to honor employees' service; we will initiate "Employee of the Year" honors for additional employee groups, in addition to teachers. We will also use the new Virginia licensure options for teachers to create a career ladder concept, incubating the practice of differentiation of responsibility and compensation.

The other post-employment benefits (OPEB) for employees will require examination in order for NNPS to sustain staff salaries and instructional offerings at competitive levels for our region. I will propose that the Board expand the purpose of its Insurance Committee to a Benefits Committee that considers approaches to employees' benefits and implications for staff and NNPS' financial future.

Plan Future Use of Facilities

I will propose that the Board establish a CIP Committee to provide guidance and advice on future facility needs and financial plans to meet these needs. Development in Newport News, population shifts, and energy and maintenance needs will require strategic planning for our buildings. The city is continuing to plan for the relocation of NNPS facilities at SCOT. This will require planning by our staff to ensure that the new facilities will provide the space needed to do the work necessary as well as to coordinate the move without disruption to daily operational requirements. This relocation is still at least three to four years ahead of us but it will be important to allow adequate time for the planning and preparation that is necessary for a move of this magnitude.

We must also continue to respond to enrollment changes. Enrollment declines may allow reduction in the number of learning cottages, as the existing cottages age. An analysis of the waiting lists for magnet schools will indicate the feasibility of developing new magnets.

Build Community Confidence

Our work and the results for students must be visible and powerful, so as to build the confidence of the Newport News community in our expertise for children. Achieving great results for students is the major determinant of community confidence; marketing our work and results also makes a difference in community perceptions. We must continue to develop 21st Century modes of marketing, while relying on community outreach and partnerships. We will develop strategies to inform the City Council about the work and results of NNPS, including a work session presentation in the fall of 2009. We will also plan a Business-Education Partnership Summit to inform the community about Career Pathways and to solicit community involvement in this initiative. We will work with school representatives on marketing their efforts, as community perceptions of schools are shaped at the school site.

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