



**WAKE COUNTY  
PUBLIC SCHOOL SYSTEM**

## **Superintendent Anthony Tata**

### **90 Day Plan of Entry Report**

#### **Superintendent's Goals**

**GOAL 1:** Develop a Unified Governance Team that inspires confidence with all stakeholders

**GOAL 2:** Focus district resources and staff efforts on teaching and learning

**GOAL 3:** Recruit, retain and train high quality employees, onboard them properly, and hold them accountable

**GOAL 4:** Ensure fiscal and organizational accountability that enhances development and implementation of systems and structures that support schools


**GOAL 5:** Establish a supportive, positive, and effective district climate and culture singularly focused on the improvement of student achievement, using a continuous improvement model


## GOAL 1: Develop a Unified Governance Team that inspires confidence with all stakeholders



Objective	Phase	Progress Check	Action Steps	Indicators
1	II	Complete	Establish the Board and Superintendent as a cohesive leadership team with an agenda focused on improving the achievement of all students	<ul style="list-style-type: none"> <li>Initiated 9 half day visits with Board members</li> <li>Attended and spoke at 7 Board Advisory Council Meetings, as invited by Board members</li> <li>Reviewed and revised new mission, vision and core beliefs at the Board retreat held on February 25, 2011</li> <li>Assisted the Board by accepting responsibility for the Student Assignment Plan on February 15, 2011</li> <li>Established a second Board retreat which was approved by the board on April 26, 2011</li> <li>Completed 91 school visits, representing all 9 Board districts. 52 elementary schools, 19 middle schools, and 20 high schools</li> <li>Presented a budget focused on increasing student achievement, including components such as, providing additional Alternative Seats, foreign language programs in all Middle Schools, provided support to the five under-enrolled schools, and decreased classroom size for 4<sup>th</sup> and 5<sup>th</sup> grades</li> </ul>
2	II	In Progress	Adopt and implement a Theory of Action, Core Beliefs, and a Strategic Plan that effectively implements board policies	<ul style="list-style-type: none"> <li>Reviewed and revised new mission, vision and core beliefs at Board retreat held on February 25, 2011</li> <li>Received 7 directed actions from AdvancED and developed matrix to begin steps of completion</li> <li>Publicly adopted the new vision, mission and core beliefs on March 1, 2011</li> <li>Currently identifying dates to review and revise the Strategic Plan</li> <li>Tasked staff with reviewing policies in concert with AdvancED directed actions at Chief's meeting on April 11, 2011</li> </ul>
3	II	Complete	Develop and implement appropriate	<ul style="list-style-type: none"> <li>Provided the Board with weekly updates related to 90 day plan utilizing</li> </ul>

KEY

 Completed

 In Progress

			communication protocols between the Board and Superintendent	<i>School Messenger</i> <ul style="list-style-type: none"> <li>Established method of emergency communication notifications</li> <li>Completed Communications Audit on March 14, 2011. 48 action steps were developed to address 13 recommendations within the Communications Audit</li> <li>Agreed upon Communications Protocol at Board Work Session retreat on February 25, 2011</li> </ul>
4	II	Complete	Review and/or create and adjust as appropriate current mission, objectives, and core beliefs	<ul style="list-style-type: none"> <li>Reviewed and revised new mission, vision and core beliefs at Board retreat on February 25, 2011</li> <li>Presented new mission, vision and core beliefs to all Central Services staff on March 2, 2011; presented to all Principals on March 31, 2011</li> <li>Received feedback on the new mission, vision and core beliefs from stakeholder groups at the Superintendent's Summit on March 17, 2011</li> <li>Presented stakeholder feedback to the Board on April 26, 2011.</li> </ul>
5	II III IV	Complete	Take steps to demonstrate teamwork and stability to external stakeholders in order to attract stakeholder support and other investments	<ul style="list-style-type: none"> <li>Received 7 directed actions from AdvancED and developed matrix to begin steps of completion</li> <li>Accepted mission, vision, and core beliefs on March 1, 2011</li> <li>Held Superintendent's Summit on March 17, 2011, with teachers, parents, principals, support staff and business leaders to review district initiatives</li> <li>Attended and spoke at 7 Board Advisory Council Meetings, as invited by Board members</li> <li>Met with over 336 key leaders, organizations, school support staff, political leaders, parents, teachers, and businesses</li> <li>Met with over 52 local organizations in Wake County</li> <li>Have spoken at over 58 community events</li> </ul>

## NEXT STEPS

- 1) Continue efforts to maintain a unified governance team and systems for shared accountability utilizing quarterly Board retreats.
- 2) Review Board policies on a continuum to ensure all district changes are reflected.
- 3) Present choices of the Student Assignment Plan Courses of Action to the Board and community for feedback and input.
- 4) Adhere to the directed actions of the Accreditation team and communicate all actions to Board members and community.
- 5) Complete the development of a Strategic Plan.
- 6) Proactively advocate the mission, vision and core beliefs that shape our school system.

KEY

Completed


In Progress

## GOAL 2: Focus district resources and staff efforts on teaching and learning



Objective	Phase	Progress Check	Action Steps	Indicators
1	II III IV	Complete	Raise expectations for all students and develop an ethos of excellence	<ul style="list-style-type: none"> <li>Revised mission, vision, and core beliefs and presented changes at Board Work Session on April 26, 2011</li> <li>Presented a budget focused on increasing student achievement, including components such as, increasing student achievement such as, providing additional Alternative Seats, foreign language programs in all Middle Schools, provided support to the five under-enrolled schools, and decreased classroom size for 4<sup>th</sup> and 5<sup>th</sup> grades</li> <li>Revised Policy 6400 without lowering standards, but raising expectations for school attendance</li> <li>Created video on April 5, 2011 to attract teachers to consider applying to Walnut Creek ES and the four Renaissance Schools</li> <li>Completed extensive search for staff and principals at Walnut Creek ES and the four Renaissance Schools</li> <li>Completed 91 school visits, representing all 9 Board districts. 52 elementary schools, 19 middle schools, and 20 high schools</li> </ul>
2	II III IV	Complete	Analyze patterns in student achievement data and the gap in achievement between various student populations, in order to determine an appropriate course of action for the improvement of teaching and learning	<ul style="list-style-type: none"> <li>Initiated a review by team from Harvard to study and make recommendations on current achievement gaps</li> <li>Presented a budget focused on increasing student achievement, including components such as, providing additional Alternative Seats, foreign language programs in all Middle Schools, provided support to the five under-enrolled schools, and decreased classroom size for 4<sup>th</sup> and 5<sup>th</sup> grades</li> <li>Provided Student Assignment Task Force with data on outside school districts and data collected from local organizations</li> <li>Met with local organizations to address achievement gaps</li> </ul>


KEY

 Completed

 In Progress

				<ul style="list-style-type: none"> <li>Reviewed student data with Evaluation and Research team to determine levels of student performance</li> </ul>
3	II III IV	Complete	Analyze and evaluate high performing instructional programs to determine what can be modeled and replicated throughout the district to enhance student achievement	<ul style="list-style-type: none"> <li>Researched 22 school districts with Student Assignment Task Force to identify best practices</li> <li>Approved Renaissance model based on applied research</li> <li>Created video on April 5, 2011 to attract teachers to consider applying to Walnut Creek ES and the four Renaissance Schools</li> <li>Attended four community input meetings to gather feedback regarding Walnut Creek ES</li> <li>Presented a budget focused on increasing student achievement, including components such as, providing additional Alternative Seats, foreign language programs in all Middle Schools, provided support to the five under-enrolled schools, and decreased classroom size for 4<sup>th</sup> and 5<sup>th</sup> grades</li> <li>Reviewed Evaluation and Research reports regarding instructional support programs</li> </ul>
4	II III IV	Complete	Analyze and evaluate the conditions of chronically under-performing students and schools and determine a course of corrective action aimed at improving student achievement	<ul style="list-style-type: none"> <li>Attended four community input meetings to gather feedback regarding Walnut Creek ES</li> <li>Approved Renaissance model based on applied research</li> <li>Established and met with Behavior Advisory Council on April 27, 2011 to determine how to positively influence student behavior before suspension begins</li> <li>Revised Policy 6400 without lowering standards, but raising expectations for school attendance</li> <li>Presented a budget focused on increasing student achievement, including components such as, providing additional Alternative Seats, foreign language programs in all Middle Schools, provided support to the five under-enrolled schools, and decreased classroom size for 4<sup>th</sup> and 5<sup>th</sup> grades</li> <li>Met with over 52 local organizations in Wake County</li> </ul>
5	II III IV	Complete	Initiate systemic improvement of personnel quality through targeted and intense professional development of staff and a focused improvement on teaching and learning for all members of the learning community	<ul style="list-style-type: none"> <li>Submitted a budget that continues mentor pay</li> <li>Established working relationship with Wake Education Partnership to seek support from community for professional growth</li> <li>Received feedback on the new mission, vision and core beliefs from stakeholder groups at the Superintendent's Summit on March 17, 2011</li> <li>Presented new mission, vision and core beliefs at March 31, 2011 Principal's</li> </ul>

KEY

 Completed

 In Progress

			<p>meeting</p> <ul style="list-style-type: none"> <li>• Presented new mission, vision and core beliefs at March 2, 2011 Central Services meeting</li> <li>• Currently developing a Technology Plan that includes teaching tools</li> <li>• Continued to promote PLTs based on feedback from school visits</li> <li>• Established 7 sessions to focus on district goals for new employees on-boarding training</li> <li>• Scheduled video for new employee training</li> <li>• Renewed MSA cohort with North Carolina State and East Carolina University</li> <li>• Met with representatives of Peace College on April 28, 2011 to discuss teacher certification programs</li> <li>• Presently evaluating possible cohorts with other universities</li> <li>• Determined key trainings provided by Triangle Leadership Academy that will need to be provided by the district and/or Wake ED Partnership</li> </ul>
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## NEXT STEPS

- 1) Continue listening and learning tour within the schools to identify support needed for teaching and learning.
- 2) Identify and implement essential programs that target increasing student achievement and narrowing the achievement gap.
- 3) Align systems and structures to adequately support teaching and learning.
- 4) Establish growth opportunities for all beginning teachers.
- 5) Continue to promote professional learning teams to support schools in teaching and learning.
- 6) Proactively advocate the mission, vision and core beliefs that shape our school system.

KEY

Completed
  In Progress

**GOAL 3: Recruit, retain and train high quality employees, onboard them properly, and hold them accountable**




Objective	Phase	Progress Check	Action Steps	Indicators
1	III IV	Complete	Review and upgrade recruiting systems so that they operate in a timely fashion and are geared to recruit internationally, nationally, and locally, targeting institutions and communities that can provide the diversity necessary to ensure a diverse work force that represents the community and provides proper modeling for students	<ul style="list-style-type: none"> <li>Began School STAT series on March 24, 2011 with Office of Human Resources and reviewed current staff demographics compared to student demographics</li> <li>Tasked the Human Resources department with recruiting from more local and national Historically Black Colleges and Universities and Hispanic Institutions</li> <li>Started national recruiting efforts for principals and teachers</li> <li>Reestablished minority recruiting teams and began extensive minority teacher recruiting efforts</li> <li>Established possible cohorts with traditionally minority institutions of higher education</li> <li>Expanded recruitment efforts outside of the district for teaching and principal positions with Walnut Creek ES and the four Renaissance schools</li> </ul>
2	III IV	Complete	Understand and ensure proper alignment and implementation of teacher and principal evaluation systems to ensure that we a) hold teachers and principals accountable for student achievement; and b) provide targeted professional development for our professional teaching corps	<ul style="list-style-type: none"> <li>Researched outside school districts regarding performance pay</li> <li>Currently implementing the pay for performance model at the four Renaissance Schools</li> <li>Reviewed all evaluation instruments and have begun discussions on how to create a system that supports pay for performance for teachers</li> <li>Worked with Human Resources to ensure effective use of evaluation instruments by principals</li> <li>Continued to promote PLTs based on feedback from school visits</li> <li>Determined key trainings provided by Triangle Leadership Academy that will need to be provided by the district and/or Wake ED Partnership</li> <li>Established 7 sessions to focus on district goals within new employee on-</li> </ul>

KEY  
 Completed  
 In Progress

				<i>boarding training</i>
<b>3</b>	<b>III IV</b>	<b>In Progress</b>	Seek private funding for professional development systems and create a professional development architecture that divides development responsibilities between institutional (central office), organizational (school or central office department), and self (employee). Provide reading lists and a menu of professional development services that can cater to the three categories	<ul style="list-style-type: none"> <li>• <i>Determined key trainings provided by Triangle Leadership Academy that will need to be provided by the district and/or Wake ED Partnership</i></li> <li>• <i>Working with Wake Education Partnership to seek support from community for professional growth</i></li> <li>• <i>Researching current options for funding professional development given the current budget</i></li> <li>• <i>Working with Grants Department to revise mission and capabilities in order to pursue larger grants</i></li> </ul>
<b>4</b>	<b>III IV</b>	<b>Complete</b>	Ensure employee reception systems are both informational and rigorous, imparting to all employees a sense of pride and the high expectations for Wake County Public School System employees	<ul style="list-style-type: none"> <li>• <i>Established 7 sessions to focus on district goals within new employee on-boarding training</i></li> <li>• <i>Scheduled video for new employee training</i></li> <li>• <i>Scheduled 9 Back-To-School sessions for traditional calendar teachers and 4 Back-To-School sessions for YR calendar, modified calendar and Early College teachers</i></li> <li>• <i>Held March 17, 2011 Superintendent’s Summit with teachers, parents, principals, support staff and business leaders to review district initiatives</i></li> <li>• <i>Met with Principal’s Division Chair, NCAE President, and Teacher of the Year recipients to discuss high expectations for teachers in the county</i></li> <li>• <i>Attended 4 Principal’s Meetings and 3 Central Services meetings to provide insight on district initiatives</i></li> <li>• <i>Presented video on April 5, 2011 to attract teachers to consider applying to Walnut Creek ES and the four Renaissance Schools</i></li> <li>• <i>Met with over 336 key leaders, organizations, school support staff, political leaders, parents, teachers, and businesses</i></li> <li>• <i>Met with over 52 local organizations in Wake County</i></li> <li>• <i>Have spoken at over 58 community events</i></li> </ul>
<b>5</b>	<b>III IV</b>	<b>Complete</b>	Review plans for Renaissance program and pilot as a strategic model	<ul style="list-style-type: none"> <li>• <i>Created video on April 5, 2011 to attract teachers to consider applying to Walnut Creek ES and four Renaissance Schools</i></li> <li>• <i>Approved Renaissance model based on applied research</i></li> <li>• <i>Completed extensive search for staff and principals at Walnut Creek ES and</i></li> </ul>

KEY

 **Completed**

 **In Progress**

			<p><i>the four Renaissance Schools</i></p> <ul style="list-style-type: none"> <li>• <i>Currently implementing the pay for performance model at the four Renaissance Schools</i></li> <li>• <i>Expanded recruitment efforts outside of the district for teaching and principal positions with Walnut Creek ES and the four Renaissance schools</i></li> <li>• <i>Developing evaluation matrix for Renaissance program</i></li> </ul>
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## NEXT STEPS

- 1) *Invest in the growth of all Wake County employees seeking additional professional development opportunities.*
- 2) *Attend recruiting sessions to align onboarding and recruitment efforts with the mission, vision and core beliefs.*
- 3) *Identify available Grant opportunities, promote to all schools and central staff, and provide adequate support and guidance throughout the process.*
- 4) *Expand recruiting efforts to ensure a high quality, diverse work force.*
- 5) *Utilize the listening and learning tour to increase understanding of and commitment to the mission, vision and core beliefs.*
- 6) *Monitor and evaluate the implementation of the Renaissance program.*

KEY

**Completed**
 **In Progress**

**GOAL 4: Ensure fiscal and organizational accountability that enhances development and implementation of systems and structures that support schools**




Objective	Phase	Progress Check	Action Steps	Indicators
1	III IV	Complete	Implement key performance measures and routine reviews of these measures to ensure the central office staff is supporting schools, teachers, students and the community	<ul style="list-style-type: none"> <li>Conducted School STAT reviews with the following departments:               <ol style="list-style-type: none"> <li>Human Resources (March 24, 2011) – reviewed teacher and student demographics, current recruiting efforts, and professional development opportunities</li> <li>Evaluation and Research (April 1, 2011) – reviewed teacher EVASS data for elementary, middle and high schools, EOG/EOC testing results, and grant opportunities</li> <li>Communications (April 7, 2011) – reviewed data on WCPSS website views, website survey results, usage of current communication systems, and action steps for Communications Audit</li> <li>Maintenance and Operations (April 14, 2011) – reviewed schedule compliance of school work order requests, school custodial inspections, and reviewed current inspection forms</li> </ol> </li> <li>Upcoming School STAT reviews include: Technology, School Suspensions, Curriculum and Instruction, and Transportation</li> </ul>
2	III IV	Complete	Establish baselines for each division, department, and direct report within the organization to ensure a student achievement focused agenda and cut programs that do not fit within this agenda	<ul style="list-style-type: none"> <li>Directed completion of an organizational review that will create baselines for each division</li> <li>Conducted School STAT reviews with the following departments:               <ol style="list-style-type: none"> <li>Human Resources (March 24, 2011) – reviewed teacher and student demographics, current recruiting efforts, and professional development opportunities</li> <li>Evaluation and Research (April 1, 2011) – reviewed teacher EVASS data</li> </ol> </li> </ul>

KEY  
 Completed  
 In Progress

				<p>for elementary, middle and high schools, EOG/EOC testing results, and grant opportunities</p> <p>3. <i>Communications (April 7, 2011)</i> – reviewed data on WCPSS website views, website survey results, usage of current communication systems, and action steps for Communications Audit</p> <p>4. <i>Maintenance and Operations (April 14, 2011)</i> – reviewed schedule compliance of school work order requests, school custodial inspections, and reviewed current inspection forms</p> <ul style="list-style-type: none"> <li>• <i>Upcoming School STAT reviews include: Technology, School Suspensions, Curriculum and Instruction, and Transportation</i></li> </ul>
3	III IV	Complete	Structure, consolidate and streamline similar functions and positions in order to maximize support for our schools	<ul style="list-style-type: none"> <li>• <i>Directed completion of an organizational review that will lead to a streamlined reorganization that will increase accountability for student achievement</i></li> <li>• <i>Will present the organizational audit findings on May 10, 2011</i></li> <li>• <i>Determined key services that should be maintained to support all schools</i></li> <li>• <i>Presented a budget focused on increasing student achievement, including components such as, providing additional Alternative Seats, foreign language programs in all Middle Schools, provided support to the five under-enrolled schools, and decreased classroom size for 4<sup>th</sup> and 5<sup>th</sup> grades</i></li> </ul>
4	II	Complete	Review all contracts over \$100K to determine if WCPSS is getting fair market value given economic recession. Re-compete expiring contracts on more favorable terms	<ul style="list-style-type: none"> <li>• <i>Reviewed all contracts over \$100k</i></li> <li>• <i>Met with David Neter and Stephen Gainey to discuss contracts</i></li> <li>• <i>Reviewed feedback from the Organization Audit</i></li> <li>• <i>Will present organizational audit findings on May 10, 2011</i></li> </ul>
5	III IV	In Progress	Transform central office to one that is leaner and more entrepreneurial, more responsive, and highly attuned with the needs of schools and the community	<ul style="list-style-type: none"> <li>• <i>Completed 91 school visits, representing all 9 Board districts. 52 elementary schools, 19 middle schools, and 20 high schools</i></li> <li>• <i>Directed completion of an organizational review that will lead to a streamlined reorganization that will increase accountability for student achievement</i></li> <li>• <i>Will present the organizational audit findings on May 10, 2011</i></li> <li>• <i>Determined key services that should be maintained to support all schools</i></li> <li>• <i>Presented a budget focused on increasing student achievement, including components such as, providing additional Alternative Seats, foreign language programs in all Middle Schools, provided support to the five under-enrolled schools, and decreased classroom size for 4<sup>th</sup> and 5<sup>th</sup> grades</i></li> </ul>

KEY

 Completed

 In Progress

				<ul style="list-style-type: none"> <li>Conducted School STAT reviews with the following departments:             <ol style="list-style-type: none"> <li>Human Resources (March 24, 2011) – reviewed teacher and student demographics, current recruiting efforts, and professional development opportunities</li> <li>Evaluation and Research (April 1, 2011) – reviewed teacher EVASS data for elementary, middle and high schools, EOG/EOC testing results, and grant opportunities</li> <li>Communications (April 7, 2011) – reviewed data on WCPSS website views, website survey results, usage of current communication systems, and action steps for Communications Audit</li> <li>Maintenance and Operations (April 14, 2011) – reviewed schedule compliance of school work order requests, school custodial inspections, and reviewed current inspection forms</li> </ol> </li> <li>Upcoming School STAT reviews include: Technology, School Suspensions, Curriculum and Instruction, and Transportation</li> </ul>
6	III IV	Complete	Conduct an organizational audit to provide recommendations for optimal organization	<ul style="list-style-type: none"> <li>Directed completion of an organizational review that will lead to a streamlined reorganization that will increase accountability for student achievement</li> <li>Will present the organizational audit findings on May 10, 2011</li> <li>Determined key services that should be maintained to support all schools</li> </ul>

## NEXT STEPS

- 1) Utilize School STAT reviews to maintain a structured and transparent leadership team focused on the schools.
- 2) Advocate for adequate funding and resources to support the school system.
- 3) Implement an effective and efficient organizational chart that maintains stability and support for all schools.
- 4) Utilize the listening and learning tour to promote a climate and culture of open communication and visibility with all employees.
- 5) Ensure full implementation of teacher and principal evaluation systems to support student achievement.

KEY

Completed


In Progress


**GOAL 5: Establish a supportive, positive, and effective district climate and culture singularly focused on the improvement of student achievement, using a continuous improvement model**



Objective	Phase	Progress Check	Action Steps	Indicators
1	II III IV	Complete	Develop and then communicate an understanding and ownership of the District's vision, mission, core beliefs, and Theory of Action as an organization dedicated to raising student achievement for every child	<ul style="list-style-type: none"> <li>Reviewed and revised new mission, vision and core beliefs at the Board retreat held on February 25, 2011</li> <li>Publicly adopted the new vision, mission and core beliefs on March 1, 2011</li> <li>Currently identifying date to review and revise the Strategic Plan</li> <li>Presented new mission, vision and core beliefs to all Central Services staff on March 2, 2011</li> <li>Presented new mission, vision and core beliefs to all Principal staff on March 31, 2011</li> <li>Received feedback on the new mission, vision and core beliefs from stakeholder groups at the Superintendent's Summit on March 17, 2011</li> <li>Presented stakeholder feedback to the Board on April 26, 2011.</li> </ul>
2	I II III IV	Complete	Increase personal knowledge and understanding of the Wake County Schools and community, its culture, traditions, and history	<ul style="list-style-type: none"> <li>Completed 91 school visits, representing all 9 Board districts. 52 elementary schools, 19 middle schools, and 20 high schools</li> <li>Met with over 336 key leaders, organizations, school support staff, political leaders, parents, teachers, and businesses</li> <li>Met with over 52 local organizations in Wake County</li> <li>Have spoken at over 58 community events</li> </ul>
3	II III IV	Complete	Establish positive relationships with all direct reports, principals, and key District leadership. Meet, evaluate, and establish all of these as important and critical to the District's success	<ul style="list-style-type: none"> <li>Held 4 meetings with all Principal's to address district initiatives</li> <li>Established monthly breakfast sessions with Division of Principal's Chair to establish working relationship with school administration</li> <li>Held 9 Chief's meetings</li> <li>Held 6 Superintendent Leadership Team meetings</li> </ul>


KEY

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 In Progress

4	II III IV	Complete	Effectively communicate with parents and facilitate active partnerships on behalf of students	<ul style="list-style-type: none"> <li>Completed 91 school visits, representing all 9 Board districts. 52 elementary schools, 19 middle schools, and 20 high schools</li> <li>Met with Superintendent Parent Advisory Council on March 10, 2011</li> <li>Met with 4 PTA Council Groups</li> <li>Met with 5 Superintendent Advisory Councils including, parents, teachers, principals, counselors, social workers, and student council members</li> <li>Attended and spoke at 7 Board Advisory Council meetings, as invited by Board members</li> <li>Met with over 336 key leaders, organizations, school support staff, political leaders, parents, teachers, and businesses</li> <li>Met with over 52 local organizations in Wake County</li> <li>Have spoken at over 58 community events</li> </ul>
5	II III IV	Complete	Establish a positive, professional, and collaborative relationship with the North Carolina Association of Educators leadership to ensure all decisions are made in the best interest of students and the improvement of the conditions for teaching and learning	<ul style="list-style-type: none"> <li>Established monthly breakfast meeting sessions with NCAE President</li> <li>Led question and answer session at NCAE Assembly on February 9, 2011</li> </ul>
6	II III IV	Complete	Establish strong collaborative relationships with the political leadership in the cities, county, and state in order to establish clear lines of communication, advocacy, and support for the District's students	<ul style="list-style-type: none"> <li>Met with Legislative team on May 3, 2011</li> <li>Met with over 336 key leaders, organizations, school support staff, political leaders, parents, teachers, and businesses</li> <li>Met with over 52 local organizations in Wake County</li> <li>Have spoken at over 58 community events</li> <li>Participated in a series of meetings with the Raleigh Chamber/Wake Education Partnership</li> </ul>
7	II III IV	Complete	Establish positive working relationships with the County Manager and Commissioners	<ul style="list-style-type: none"> <li>Attended 4 sessions with the County Commissioners and County Manager</li> <li>Attended joint meeting with Board of Education and County Commissioners on February 16, 2011</li> </ul>
8	II III IV	Complete	Establish positive and productive working relationships with key leadership and members of business, faith-based, service, not for profit, philanthropic, and political organizations	<ul style="list-style-type: none"> <li>Met with over 336 key leaders, organizations, school support staff, political leaders, parents, teachers, and businesses</li> <li>Met with over 52 local organizations in Wake County</li> <li>Have spoken at over 58 community events</li> <li>Participated in a series of meetings with the Raleigh Chamber/Wake</li> </ul>

KEY

 Completed

 In Progress

			within the Wake County community and their national representative organizations	<i>Education Partnership</i>
9	II III IV	Complete	Develop an external fundraising arm, or work with those that exist, to compete on the national stage for major donations from national education foundations to support proven and future innovation that enhances student achievement	<ul style="list-style-type: none"> <li>Established working relationship with Wake Education Partnership to seek support from community for professional growth</li> <li>Working with Grants Department to revise mission and capabilities in order to pursue larger grants</li> </ul>
10	II III IV	Complete	Increase opportunities to promote Wake County Public School System's image inside and outside of the community and to develop advocacy for what is effective and working well	<ul style="list-style-type: none"> <li>Completed 91 school visits, representing all 9 Board districts. 52 elementary schools, 19 middle schools, and 20 high schools</li> <li>Met with over 336 key leaders, organizations, school support staff, political leaders, parents, teachers, and businesses</li> <li>Met with over 52 local organizations in Wake County</li> <li>Have spoken at over 58 community events</li> </ul>
11	II III IV	Complete	Conduct an intensive media and community relations audit and establish a positive and open working relationship with the members of the media	<ul style="list-style-type: none"> <li>Completed Communications Audit on March 14, 2011. 48 action steps were developed to address 13 recommendations within the Communications Audit.</li> <li>Established weekly press conferences to maintain transparency</li> <li>Established monthly online town hall chats with Wake County community</li> <li>Completed 25 media briefings to communicate district initiatives</li> </ul>

## NEXT STEPS

- 1) Establish communication with the Wake County community to gather feedback on the Student Assignment Plan Courses of Action.
- 2) Continue listening and learning tour to gather feedback from key leaders and community members.
- 3) Maintain and build relationships with key business leaders to obtain fundraising opportunities for the district.
- 4) Utilize weekly press conferences, online town hall chats, and media briefings to maintain visibility and transparency.
- 5) Implement recommended actions for improvement from the Communications Audit.
- 6) Implement transparent practices for communicating key strategies and district data.

KEY

Completed

In Progress