

# Inglewood Unified School District Recovery Plan

JLAC Community Meeting

March 3, 2016

# Principles of the Plan

## The Principles

- To ensure that all our students - Every child deserves the opportunity to succeed. If our students are going to acquire 21<sup>st</sup> century skills it will require thinking and teaching in a different way. It will also require thinking creatively about how to move the District forward, trying new alternatives and changing how business is done throughout the district
- Are taught rigorous standards based curriculum - Every child must be equipped with 21<sup>st</sup> century skills that allow them to lead successful lives.
- Supported by highly qualified staff in an exemplary educational system -Every member of the Inglewood Unified School District –administrators, teachers, staff, students and parents – must be accountable for the success of the District.
- Effective partnerships with all segments of the community. – For true success to be achieved parents, educators and community leaders must work together. All decisions must be made that are in the best interest of Inglewood Unified students and families.
- Exemplary Educational System – The district must compare its financial needs to its financial resources. Operations will have to be scaled to match available resources with priority given to high value/return activities that will provide the greatest opportunity and outcomes for students

# The Five Areas of the Plan

## The Five Areas of the Recovery Plan

- Pupil Achievement
- Financial Management
- Facilities Management
- Personnel Management
- Community Relations and Governance

# Main Findings

- Classroom rigor should be a main focus of the district's academic plan.
- There should be a high priority district focus on clean, safe and improved facilities
- The district needs to continue it's recent progress toward more accurate and transparent data.
- The district should continue its implementation of the fiscal recovery plan.
- The Human Resources department should conduct regular reviews of HR related activities and present recommendations for improvements to the State Administrator.
- Training for Board members to fulfill their roles should continue.
- An internal and external communication plan needs to be developed and fully implemented.

# Pupil Achievement - Recommendations



- Continue providing the teaching and administrative staff with research based training in the New State Standards
- Continue implementing a systemic approach to program analysis and evaluation. Complete an analysis and evaluation of the use of district's technology, the alternative education program, the career and technical education program, and supplemental programming
- Continue to rigorously and with fidelity implement the IUSD teacher and administrator evaluations to establish accountability for teacher and administrator practices.
- By September 1, 2016, develop a comprehensive plan to establish an accountability system for support staff, administrators and non-teaching professional staff.
- Ensure and demonstrate that all students served within the district have access to rigorous curriculum, instruction and assessments.
- By September 1, 2016, develop, post to website and communicate to staff and families, the district and building/program, mission and goals and the means by which they will be achieved and measured, with an unrelenting focus on: 1) a safe learning environment; 2) a positive school climate (positive behavioral supports, academic, attendance, and dropout prevention); and 3) student academic performance

# Financial Management- Recommendations



- Update and continue implementation of the fiscal recovery plan
- Continuing recent progress toward more accurate and transparent financial data;
- Increase reserves to prepare for declining enrollment and economic uncertainty
- Improvement in internal controls and elimination of existing multi-year audit exceptions;
- Increase the capacity of staff to implement best practices;
- Explore opportunities to increase revenue through services, grants, donations, etc.
- Explore expediting the repayment of debt
- Hire a chief business officer to assure continued financial progress and transparency.

# Facilities Management - Recommendations



- The implementation of the district adopted master plan should begin immediately, which includes the selection and retention of architect(s), construction manager(s), and energy management firms;
- Strong consideration should be made of building consolidation to reduce operating costs and focus spending on educating children;
- Engage in activities that continue to improve the quality of facilities;
- Proactively make changes to decrease energy usage;
- Hire and retain a chief facilities and operations officer and a director of maintenance, operations, and transportation

# Personnel Management - Recommendations



- All of the written policies for the Human Resources Department should be contained in the District Policy Manual; ;
- The department should prepare an annual report for the State Administrator, Board, staff and community regarding the services provided in the prior year;
- The department should develop a Human Resources Manual which outlines standard operative procedures. Human Resources web page so that it may be accessed by all employees
- The department should work with business services and payroll staff to develop an employee leave tracking and monitoring process. The department should work with the business services and payroll staff to develop an employee time and attendance system.
- If the District is going to meet its mission then it is imperative that HR continue to recruit and assist in the hiring of individuals who align to that mission



# Community Relations and Governance - Recommendations



- Clearly articulate the activities in the recommendations sections of this plan both internally and externally
- Continue training for Board members to fulfill their roles
- Internal and external communications need to be greatly improved
- A communications plan needs to be developed and fully implemented
- Increase steps to retain district leadership
- Over the next few years develop district wide strategic plan with community input

# Next Steps



This plan is intended to be bold and to bring about needed change. This plan offers a framework for the District's leaders, administrators, teachers, and parents to work on in a partnership that will ensure our children's success as they move towards the global workforce.

## Next Steps

- Gathered feedback at January 13 board meeting
- Gathered feedback through email - [iusdrpinput@inglewood.k12.ca.us](mailto:iusdrpinput@inglewood.k12.ca.us)
- Presented revised plan for approval at February 10<sup>th</sup> meeting
- Begin implementing recommendations
- Set targets and deliverables for the recommendations of each section.