

# SUPERINTENDENT'S ADVISORY COUNCIL

## Strategic Planning Overview



HOOVER  
CITY SCHOOLS



## Superintendent's Advisory Council Subcommittees

Parent/Community Engagement

Finance and Budget

Personnel

Strategic Planning

Student Growth, Development and Achievement

Technology

Unitary Status



# Green Factors

Student Assignment

Faculty Assignment

Staff Assignment

Transportation

Extracurricular

Facilities



# Strategic Planning Survey

**3,121**  
**responses**



# Strategic Planning Survey

- Survey window: Sept. 29 - Oct. 28
- Sent to Employees, Parents, Community
- Distributed via SchoolMessenger, social media, traditional media



# Strategic Planning Survey

## Who took the survey:

84%: Hoover parents

75%: 30-39 year-olds

73%: Female

73%: White

(12% Black, 6% No Selection)

# Strategic Planning



# Strategic Planning Committee

## Members

**Superintendent Dr. Kathy Murphy**

**Dr. Tera Simmons**, Assistant Superintendent of Administration - Chair

**Dr. Calvin Briggs**, Mathematics (STEM) Director at Lawson State Community College

**Jason Cooper**, Small Business Owner, Parent, BS Horticulturist: Auburn University

**LaRue Frederick**, Education STEAM Lab Facilitator at Riverchase Elementary

**Dr. John Lundeen**, Registered Nurse; Doctor of Education:UA in Instructional Leadership; Assistant Professor: Samford

**Jennifer Maye**, Parent; Director of Professional Learning; Ed.D. in Instructional Leadership: Samford University

**Carin Mayo**, UAB Program Manager and Credentialed Course Instructor, Master of Public Administration Program

**Dr. Chris Robbins**, Principal at Berry Middle School

**Bill Simpson**, Parent; EVP with Regional Bank; Master of Business Administration: Belmont University

**Janet Turner**, Executive Director of the Hoover City Schools Foundation

This subcommittee met five (5) times.





# Repeating Conversations

1. Strategic Planning Framework
2. Current Vision, Mission, and Motto
3. Strengths/Areas of Focus
4. Other School Systems' Vision and Mission
5. Survey Design and Results



# Survey Results

1. **Vision:** 87% (2453 out of 2833) of those surveyed supported the current vision statement. Some comments suggested that the vision should be forward thinking.
2. **Mission:** 84% (2386 out of 2833) of those surveyed voted for the mission to remain the same; however, after reviewing the comments on the survey, the committee felt it was important to add “leadership” to the current statement.
3. **Motto:** 85% (2406 out of 2833) of those surveyed voted for the motto to remain the same. Several comments suggested a different motto, and some even questioned the importance of a motto.



# Recommendations

**Proposed Vision Statement:** Hoover City Schools will be a premiere educational institution that will prepare students to be lifelong learners who will contribute positively to our rapidly changing global society.

**Proposed Mission Statement:** In a safe, caring atmosphere of teaching and learning, Hoover City Schools provide each student with opportunities to develop exemplary **leadership** and character and to achieve personal excellence through a rigorous and relevant curriculum.

**Motto:** Each school will recommend a motto by December 16th. The committee felt that student input was very important.

# Parent/Community Engagement



# Parent/ Community Engagement

## Committee Members\*

Jason Gaston, HCS Public/Media Relations - Chair

Samantha Briggs, Educator, HCS Parent

Jann Robinson, Business, HCS Parent

Patti Tanner, HCS Counselor

Erin Colbaugh, City Hall, HCS Parent

Dustin Chandler, HCS Parent

Janet Turner, HCS Foundation/Parent

Jeff Singer, HCS Principal

Summer Donnelly, HCS Parent

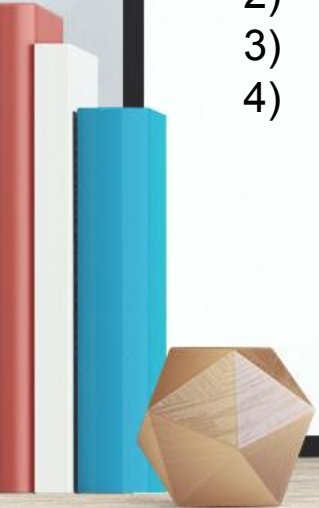
Mike Fowler, HCS Parent

Greg White, HCS Parent

*\*Signed up for group/participated  
in one or more meetings*

# Repeating Conversations.

- 1) Reaching ALL Stakeholder Groups
- 2) Improving Communication Vehicles
- 3) Standardizing Communication Practices
- 4) Fostering Welcoming Environments



# Survey Results

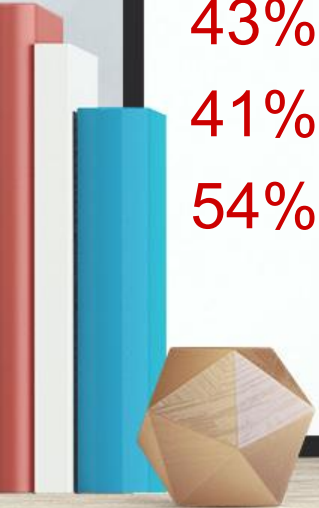
**8/10** - how respondents rate our current parent engagement

**7/10** - how respondents rate our current community engagement

**43%** - respondents who get their news mostly from schools

**41%** - respondents who get their news mostly from schools & system

**54%** - respondents who receive communication solely via mobile



# Belief Statements

“We believe that all voices should be heard - because all voices matter, regardless of color, class, creed, ability or any other factor.”

“We believe Hoover has the absolute BEST parents and stakeholders around - and that all should have a chance to be heard.”

“We believe every reasonable effort should be made from the district and school levels to engage our students, employees, parents and community members.”





# Recommendations

Enhance and build upon existing efforts to engage ALL stakeholders.

Explore the concepts of a Parent Alumni Council, Retired Educator Council.

Audit all communication vehicles in an effort to enhance, overhaul, or replace.



# Finance and Budget



# Finance and Budget

## Committee Members

Tina Hancock, HCS Finance - Chair  
Tim Aho, Architect, HCS Parent - Presenter

Lee Alford/HCS Finance  
Brad Birdwell, Finance, future HCS Parent  
Jeremy Bradford, HCS Administrator  
Corey Bray, Higher Ed, HCS Parent  
Calvin Briggs, HCS Parent  
Ruth Cole, HCS Parent  
Justin Flurry, Accountant, HCS Parent  
Dan Fulton, Retired Educator Community Member  
Gregory White, Higher Ed, HCS Parent

Tracy Hobson, HCS Administrator  
Michele McCay, HCS Finance  
Teresa Meadows, HCS Finance  
Sarah Rodas, HCS Teacher  
Scott Sanders, Accountant, HCS Parent  
Arnold Singer, Retired Community Member  
Liz Wallace, Homemaker, HCS Parent  
Lori Westhoven, Finance, HCS Parent  
Wes Wilbanks, HCS Building Specialist

This subcommittee met six (6) times

# Repeating Conversations

- A. How did we get here?
- B. Capital Plan/Energy Conservation/Preventive Maintenance/Facility Use
- C. Debt/ Revenues
- D. Supplements

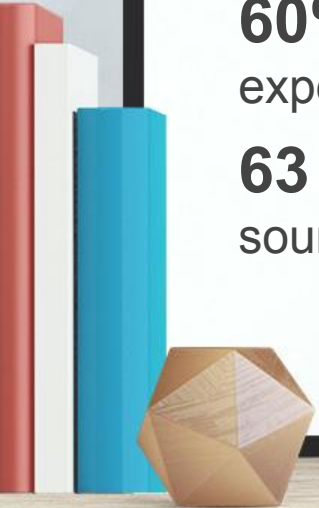


# Survey Results

**47%** believe HCS should have been more aggressive over the years in finding new income/cutting expenses

**60%** believe HCS' priority should be to find a balance between expenditures and revenues

**63 %** agree that revenue streams from local, state, and federal sources have been strained for years



# Belief Statement

“Hoover City Schools shall be good stewards that practice fiscal responsibility and accountability for the purpose of academic success.”



# Recommendations

- A. Simplify/clarify Supplement Salary Schedule
- B. Collaborate with City Leaders and share resources to work as partners for student success



# Personnel





# Personnel

## Committee Members

Mary Veal, Director of HR - Chair  
Patsy Gwynn, HCS Teacher - Presenter

Jeremy Bradford, HCS Transportation Coordinator

Ruth Cole, HCS Parent

Winnie Davis, HCS Counselor & Parent

Juli Feltham, HCS Principal

Tracy Hobson, HCS Operations Coordinator

Delle Kincaid, HCS Teacher & Parent

Yolanda King, HCS Teacher & Parent

Steve Marshall, HCS Payroll Director

Wayne Richardson, HCS Principal

Richard Sessamen, HCS Operations

Kimberly White, HCS Principal

Wes Wilbanks, HCS Operations

Kristi Williams, HCS Human Resources

Mary Ellen Wills, HCS Parent

# Repeating Conversations

- We value diversity, community involvement, small class size ratios, and professional development opportunities
- Recruitment and retention strategies for all employees
- Obtaining unitary status through staff assignment - Green Factors
- Analyze salaries, supplements and benefits due to changes associated with rising costs of insurance and retirement compensation packages
- Establish stronger mentoring programs
- Analyze minority recruitment and retention data for further improvements



# Survey Results

- **75%** believe priority should focus on recruiting and retention efforts to attract stronger applicants
- **70%** believe Hoover City Schools should analyze and provide adequate staffing for all campus/work locations
- The following four items were ranked by importance, with **1** being the greatest and **4** being the lowest:
  - 1) Student/teacher ratios
  - 2) Campus/student safety
  - 3) Academy programs
  - 4) Extracurricular opportunities



# Belief Statements

“Relationships and communication are enhanced through transparency to build a stronger sense of community and improved school climate.”

“Success is enhanced when employees and students demonstrate mutual respect and model ethical behavior.”



# Recommendations

- Recruit and retain excellent employees while maintaining competitive salaries and benefit packages to attract stronger applicants
- Enhance diversity amongst staff with focus on minority recruitment and retention to obtain Unitary Status
- Provide adequate staffing in all areas to improve quality educational benefits to students while maintaining small class size ratios in safe and secure environments
- Improve mentoring programs for new teachers and administrators



# Student Growth, Development and Achievement



# Committee Members

**Dr. Ron Dodson**, Hoover City Schools, Assistant Superintendent of Instruction (Chair)

**Dr. Cindy Adams**, Hoover City Schools, Chief Academic Officer

**Dr. Stephen Chew**, Samford University, Professor and Chair of Psychology

**Brad Coltrane**, Hoover High School, IB Coordinator / English Teacher

**Dunia F. Ritchey M.Ed.**, UAB, Medical Editor for Pediatric Infectious Diseases

**Martin Rushano**, Hoover High School, Mathematics Teacher

**Debra Schneider**, Children's Hospital, CHIPS Center Executive Director

**Janet Turner**, Hoover City Schools Foundation, Executive Director

**Teresa Von Kanel**, Shades Mountain Elementary School, Assistant Principal / Special Ed Teacher

**Alicia Wilbanks**, Hoover High School, Dance Teacher

*Ten (10) other itinerant participants who did not choose to be named*



# Repeating Conversations

Things we value (must strengthen and sustain):

- + **Our Teachers and Principals**- Caring, professional
- + **Attention to Student Needs**- Services, diversity, class sizes
- + **Curriculum**- Overall rigor, choices, extracurricular activities

Things we are concerned about:

- + **Changing nature and increased intensity of student needs**
- + **Resources**- Libraries, field trips (elem.), career training for trades
- + **Students being challenged to their individual potential**





# Survey Results

## 1. High levels of agreement

- + Teaching practices are strong
- + Extracurricular activities exist for every student
- + Career academies are varied and relevant

## 2. 85% assigned 4 or 5 stars (out of 5) to the quality and rigor of HCS curriculum and instruction

- + 29 comments on rigor, desiring more challenging work

## 3. 91% chose Student-Teacher Ratios as Most Important

- + 72% ranked Teacher Quality as highly important



# Belief Statements

“Students learn best when curriculum and instruction are built upon high expectations and best practices.”

“Students learn in different ways and need a variety of challenging and engaging experiences.”

“The success of all students is a shared responsibility of schools, parents and the community.”



# Recommendations

## 1. High quality teacher training

- + Strategies with evidence of significant impact on learning
- + Helping students study and learn more effectively

## 2. Proactive student support and safety nets

- + Elem. summer school, utilizing after-school time, etc.
- + Engaging community resources, places, and people

## 3. Relevant and robust resources to promote deep thinking

- + Library collections, field trips, hybrid learning
- + Consider IB expansion to all middle and high schools



# Technology



# Technology

Bryan Phillips, HCS Administrator/Parent-Chair

Travis Bryant, Publishing, HCS Parent

Lisa Casey, IT, HCS Parent

Vincent Chiamonte, HCS Teacher

Dana Depew, HCS Administrator/Parent

Kelli Lane, HCS Administrator

Fredrick Sibley, IT, HCS Parent

Robin Shultz, IT Security Consultant, Community Member

Dr. Dilhani Uswatte, HCS Administrator/Parent

Greg White, IT, HCS Parent

Daisy Wong, IT, HCS Parent



# Repeating Conversations

- BYOD vs. 1-1
- Continued support from School Board and community
- Increased utilization of technologies into the curriculum in all classrooms
- Learning Management Systems



# Survey Results

How important is the effective implementation of instructional technology to the success of your students?

- 90% say it is important or very important  
4% not important

How important is it to you for your schools to have the latest technology available for students and teachers?

- 88% say it is important or very important  
4% not important



# Belief Statement

“Technology alone does not transform learning; rather, technology enables transformative learning.”





# Recommendations

- Increase opportunities for engaging, relevant, and personalized learning experiences that prepare students to be active participants in a global society.
- Increase opportunities for utilizing technology to empower and inspire teachers to facilitate more effective and engaging instruction for all learners.
- Ensure continued access to a safe and robust network through high quality, low cost devices for learning in and out of school.



# Unitary Status



# Unitary Status

## Committee Members

Dr. Debra Walker Smith, Chair – Hoover City Schools Director of Federal Programs

Julie Anderson - Parent

Dr. Samantha Briggs – University of Alabama at Birmingham Professor, Parent

Ruth Cole - Parent

Jason Cooper - Small Business Owner, Parent

Shonteria Culpepper – Hoover City Schools Counselor, Parent

Dena Fore - Hoover City Schools Human Resources, Parent

Jason Gaston – Hoover City Schools Public Relations Coordinator

Ann Glass – Hoover City Schools Teacher

Kristin Kubas - Parent

Shea Maple – Children’s of Alabama Nurse, Parent

Jana Maynard – Hoover City Schools Teacher

Jon Monson - Parent

Denise Monti – Parent

Alli Nations – Parent

Casey Ritchey – Parent

Shelley Shaw – Hoover Parent Teacher Council President, Parent

Shannon Sudberry – Human Resources, Parent

The committee met four (4) times

# Repeating Conversations

- Committee members discussed new housing developments, and the impact they will have on the student assignment plan.
- Committee members shared repeatedly the different ways that diversity is valued within the classroom, and throughout the district.
- The committee discussed the need to strengthen our minority recruitment and retention plan.



# Survey Results

- **33%** of respondents were not familiar at all with Hoover City Schools' efforts to achieve Unitary Status.
- Respondents believe that the district has shown the most progress in maintaining well-kept schools that are equitable regardless of feeder pattern.
- Survey respondents believe the district has shown the least amount of progress in the equitable placement of diverse, qualified staff members.



# Belief Statements

“We welcome and value diversity in the classroom and throughout the system.”

“Students learn in different ways and should be provided with a variety of challenging and engaging instructional approaches to support learning.”

“Learning is enhanced when the instruction is pre-planned, organized around specific learning outcomes and aligned to the curriculum.”



# Recommendations

Hoover City Schools should complete a comprehensive self-assessment regarding each Green Factor (Student Assignment, Faculty Assignment, Staff Assignment, Facilities, Transportation and Extracurricular Activities) to make positive gains towards achieving Unitary Status within the next 3 - 5 years.

- The district should review the student assignment plan in consideration of the new communities being built.
- The district should review the rule of grandfathering for siblings.
- The district should focus on minority recruiting and retention.
  - Develop consistent hiring practices
  - Develop a hiring committee
- The district should create a mentoring program for novice teachers.
  - Utilize a team instead of one teacher
  - Utilize diversity coaching

# Superintendent's Advisory Council

## Strategic Planning Overview



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CITY SCHOOLS

