



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

Dr. Grier welcomed the members of the Principal Advisory Committee and asked principals to comment on school needs and/or challenges.

- 1. Issues with Teacher A&D online system-** Mr. Lenny Schad, Chief IT Officer, asked principals to make sure to call the helpdesk for assistance. We have a team ready to deploy to look at technical issues at campuses. It is not an epidemic, just cases.
- 2. Principals and Teachers Evaluations-** Dr. Grier stated that TEA and the Department of Education are working on an evaluation for principals and teachers that will include academics measures. We don't know if they are going to allow us to use the one the District has developed.
- 3. Timeframe to process request for funds-** Dr. Grier stated that some processes take too long to get resolved. Sometimes contracts don't get paid or started until paper process is completed. Conversations have started to streamline contract process.
- 4. Transportation: Consistent issue of busses being late-** Principals stated that busses are arriving after the bell. There are issues with transportation for special need students; there is no aide on the bus. There are also problems for after school pick up. Dr. Grier asked principals to contact Nathan Graf if they don't hear a response from Transportation Department after 3 days. Mr. Graf said he is available by email ngraf@houstonisd.org or by cell 832-434-4725. It was also mentioned that a sheet about "who handles what" sent earlier was proved to be useful and Dr. Grier asked it to be sent again to Principals so that they know who to contact.
- 5. Formative Assessment-** It was requested that formative assessments be developed to accompany the curriculum so that teachers can adjust or re-teach lessons. Dr. Daniel Gohl, Chief Academic Services Officer, stated that this is a priority for his team and they are currently working on it. His team is not only developing what is taught but also how to measure what kids are learning. We don't know if the curriculum works unless we have formative assessments.
- 6. Neuhaus -** A principal stated that the Neuhaus works until second grade. However, questions were raised regarding the program's rigor for upper grade levels. The program is not preparing students for STAAR. Dr. Gohl stated that the reading department will revise the lesson plans.
- 7. EdPlan vs. Campus Online-** Dr Grier stated that we can't support both systems. It is not an option. We are moving from Campus Online to EdPlan.
- 8. Curriculum-** Principals are unsure if teachers are using the curriculum provided by the District. Principals stated that it is a good curriculum plan and pace. They requested for recommendations on resources that will complement it.
- 9. Electronic Signature-** A principal inquired about electronic signatures and paper reduction. Forms consume a lot of resources in staff time and paper. Mr. Schad stated that his team is working in automating processes.
- 10. Training for experience principals-** A principal stated that training for new principals is good and asked if there will be training opportunities tailored for experienced principals. Dr. Andrew Houlihan, Chief School Support Officer, stated that it is being considered already and that a survey is going to be sent out to learn about our principals' needs.



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

ITEMS SUBMITTED

Business Operations- Leo Bobadilla

- Plant operator & principal stipends for campuses undergoing renovation/rebuilding: I can't answer for others, but our renovations have added 10-12 hours a week to my 60-70 hour weeks, including weekly construction meetings, double-checking work done, coordinating services, verifying scope of work, etc.

Response: I can't speak to the stipends but the use of the time spent by the POs and Principals in renovated schools should not be a time consuming problem. The way it should work is the POs should have little to do with the renovations other than opening some rooms and doors; providing any information the contractor or PM may need that affects their normal work or the learning environment. They get paid overtime for every hour they turn in over their standard pay. If they feel overworked by the renovation, please have them contact their direct report.

The Principal is always invited to the construction meeting, but not mandatory. If the contractor or Architect needs vital information, then they should inform the PM, so they can contact the Principal. They should not be overseeing construction work; if they are, the PM needs to understand why.

- Transportation needs to be on time and responsive to campus and student needs. Too many students are consistently late (e.g. 3 buses were late to Chavez this morning.)

Response: Every week the transportation department contacts either the campus principal or bus coordinator to check in on the service level of buses. Any action items that result from these "campus check-in calls" must be resolved by the transportation terminal within 24-hours or less. If there are any transportation issues that are not being resolved to the satisfaction of the campus please contact either Chester Glaude (transportation operations manager) on his cell at 713-933-7017 or Nathan Graf (transportation general manager) on his cell at 832-434-4725.

- Every school has a contract for six licenses for our security cameras to monitor a campus. Only one person has playback capability. This is true no matter the size of the campus. We can't even purchase more licenses. Can we revisit this policy so we can provide better security at the larger high schools? At a minimum, we need to have playback on the six licenses that we do have.

Response: There is no limit to the number of licenses per school from the software or manufacturer. These limits were set by IT and Alarm Communications due to potential bandwidth issues and security reasons. Many schools, elementary, middle and high schools have more than six licenses. Playback is reserved for administration and police officers. This has prevented video from being provided to public, You Tube etc..... If a campus requires more, it is usually approved.



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

Curriculum- Daniel Gohl

- The assessment calendar is too tight given the other responsibilities at our schools. This issue was brought forward last year, two years ago, and has never been addressed.

Response: Issues centering on the calendaring of testing was brought forward during the Principal Ad Hoc meeting in April 2013. The district cannot amend the calendar for state or national assessments. In response to the concerns the Cabinet has requested that every effort be made at the district and at the campus level to ensure that assessment calendars are disseminated to all teachers. Decisions on testing should ensure that teachers and students are maximizing instructional time and that all assessment is informing instruction decisions. Following this directive, all departments involved in assessments reviewed the draft 2013-14 testing dates and a finalized calendar was approved by the Cabinet in July 2013.

- Will we begin administering the Iowa during the 2013-2014 school year or the 2014-2015 school year?

Response: Yes, we will begin administering the Iowa Test of Basic Skills (ITBS) to grades K-8 in the 2014-2015 school year. ITBS will be used to provide a norm referenced data and more information may be found at: <http://www.riverpub.com/products/itbs/index.html>. The 2014-2015 testing calendar has not been finalized, but ITBS should follow a similar testing schedule to Stanford.

- If iStation is the district measure and support, we need to be able to offer more training to our teachers. There is only one person in charge and she has other duties.

Response: Istation falls under the responsibility of the Curriculum Department. Dr. Carol Bedard oversees Istation, and she has an Rtl Manager and an Rtl Curriculum Specialist to manage and provide support for Istation. Training was held for teachers and administrators this past August and September (39 teacher sessions/approximately 1090 trained; 4 Administrator sessions/127 trained; 2 TOT sessions/43 trained). Information about trainings was posted in Academic Services Memos prior to the training, and the memos were linked to the HISD Rtl blog (www.hisdrti.com). The PowerPoints from the trainings with trainers' notes are posted on the blog.

Monthly, the Rtl department runs Istation reports and reviews the data to identify campuses in need of support and monitors student progress district-wide.

The Rtl Manager and Rtl Curriculum Specialist have met with PSD to discuss how to support teachers as moving forward. Additional training and support information will be communicated to principals via an upcoming Academics Memo. The district is committed to providing more training and support to our teachers to ensure effective implementation.

- EdPlan is not being supported. There are lots of things we need to know but the classes are limited and not offered enough. There is only one person in charge and this is a major undertaking so addition support is needed.



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

Response: A comprehensive training plan for the EdPlan system for 2013-2014 school year has been developed. Dates have been secured and sessions will be loaded into E-train. An Academic Services memo will be posted once all sessions are loaded into E-train. A list of future training dates, times, and locations has been provided in a table below.

In addition, the EdPlan Team intends to create a video and a troubleshooting guide specifically focused on district-level assessment administration to further support novice users during testing. Information included in the troubleshooting guide will focus on common errors made at the campus level during the BOY Assessment window and frequently asked questions. The EdPlan team will also offer EdPlan open lab sessions before and during the testing window. For additional information, principals may contact Erika Deakins in the Curriculum Department at edeakins@houstonisd.org

Dates	Session Offered	Location
October 21 st -25 th	EdPlan Reports Training	Student Assessment
November 4 th -6 th	EdPlan Basics Training	Hattie Mae White
November 7 th -8 th	EdPlan Reports Training	Hattie Mae White
January 13 th -17 th	EdPlan Basics Training	Hattie Mae White
February 24 th -28 th	EdPlan Reports Training	Hattie Mae White
March 17 th -18 th	EdPlan Basics Training	Ryan PD Center
March 19 th -21 st	EdPlan Reports Training	Ryan PD Center
Two three hour sessions are offered each training day. The AM session runs from 8:30-11:30 and the PM session runs from 12:30-4:30.		

- Some teachers and administrators are experiencing difficulty accessing the curriculum documents via eLearn. Last year, principals were provided with a brief overview of where the teachers should be within the scope and sequence. Are there plans to provide a similar document this year? This was extremely helpful.

Response: To access HISD curriculum, please go to the Curriculum Dept. Web site, then scroll down to the last entry under the middle column, which is entitled “Announcements.”

The last announcement, “7/18/2013 - New HISD Curriculum Documents Available,” provides a link entitled Curriculum Document Access Guide.

Click on this link and you will find a guide that will walk you through the process of accessing the HISD curriculum.

- Why are some schools getting NO TDS support? Many of us have lots of brand new teachers with no support. We don’t want to end up being “target” schools next year.

Response: For school year 2013-2014, TDS are only linked to prioritized campuses as determined by central administration. Campuses not linked to TDS continue to have access to all district-wide face-to-face and online training. The HISD Fall Teacher Training catalog



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

is available at <http://hisdacademics.org/2013/09/02/master-training-calendars-for-teachers-and-leaders-fall-2013/>.

Non-prioritized campuses are to continue to leverage lead teachers, department chairs, teacher leaders, and new teacher mentors to build capacity and provide instructional support on the campus. It is important to note that all HISD Effective Teacher Fellowship (ETF) ACP teachers on prioritized and non-prioritized will have coaching support from an HISD EFT TDS.

In instances where support is needed and capacity is not available on the campus, principals may reach out to the PSD Elementary and Secondary Senior Managers of Teacher Development for support. Their contact information is below.

Elementary Teacher Development: Dianne Alvarez, dalvare2@houstonisd.org, 713-696-0600

Secondary Teacher Development: Gwen Tompkins: gtompkin@houstonisd.org, 713-696-0600

For content-specific professional development questions in relationship to HISD training opportunities, school leaders and teachers are encouraged to reach out to PSD TDS Team Leads. They are:

Elementary English Language Arts	Malene Golding	mgolding@houstonisd.org
Elementary English Language Arts	Tammy Wall	twall@houstonisd.org
Elementary Mathematics	Nalsy Perez	nperez@houstonisd.org
Elementary Science	Donelle Williams	Dwilli16@houstonisd.org
Elementary STEM	Laila Wakim	lwakim@houstonisd.org
Elementary ESL/Bilingual	Milagros (Mili) Henriquez	mhenriqu@houstonisd.org
Secondary English Language Arts/ESL	Georgina Castilleja	Gcastil1@houstonisd.org
Secondary Mathematics	Kanika Vessel	kvessel@houstonisd.org
Secondary Social Studies	Cynthia (Cindy) Fairbanks	cfairban@houstonisd.org
Secondary Science	Karla Auzenne	kauzenne@houstonisd.org
Secondary Special Education	Kelli Charles	Kcharle1@houstonisd.org

Additional TDS Linkage information is available at <http://hisdacademics.org/2013/08/19/tds-linkage-and-campus-support-for-2013-2014/>.

- The mentorship program for first year teachers is not an attractive proposition for experienced teachers. The mentorship aspect of the program is fine and welcomed. It is the additional trainings and paperwork requirements that make it burdensome. We understand



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

the need for mentors to get some guidance in effective mentoring and the need for them to focus on instruction, however this is something that we feel we would be better coordinated at the campus level vs. through a one-size-fits-all all-day training that may or may not be relevant for the teachers who we have confidence in as mentors. We are responsible for our academic results, so we will insure that our mentors are targeting the right things in their support for the Year 1 teachers. But it is difficult to recruit teachers to serve as mentors when they feel they will be pulled away from their own work to jump through hoops, fill out paperwork, and attend lots of trainings.

Response: HISD's Mentoring Program is directly aligned to the TEA Commissioner's Rules on Mentoring which state that a mentor must "complete a mentor training program provided by the district." The HISD Mentor Program requires that mentors attend one 6-hour training per year. These trainings are differentiated based on the experience of the mentor.

TEA requirements state that mentor teacher must: (1) meet weekly with the beginning teacher; and (2) maintain documentation of mentor/beginning teacher activities. There are no paperwork requirements from the district. The Collaborative Assessment Log is completed during the conference to capture the focus/issues discussed and therefore does not require time outside of the 30 minutes conference. Auditable documentation required by the state, is entered into an electronic online Mentor Activity System (MAS), available on the HISD portal, which takes less than 3 minutes per interaction. Mentors are compensated with a \$600 stipend for their efforts.

Mentors of beginning teachers in an Alternative Certification Program may face additional responsibilities, including supplemental training, observations and paperwork. These requirements come from the ACP programs directly and should not be confused with the requirements of the HISD Mentor Program. Additional information from TEA related to district mentoring requirements is available at <http://www.tea.state.tx.us/index4.aspx?id=2147494999>.

Finance/Procurement- Ken Huewitt:

- It would have been a good idea for payroll to contact SSO's to remind principals about the approaching deadline for payroll reconciliation being it was such a busy time for many of us, including myself. I was one who did not receive an August 27 pay check. To not receive a check at all has been quite trying, even a portion of my paycheck would have been better than nothing. What about the teachers and staff? Just as we receive email reminders to confirm PEIMS or meet other deadlines, it would have been good to have been reminded by someone who works closely with us.

Response: The Administration took the following steps to communicate with all employees:

- August 31, 2012 – Letter and form mailed to affected employees regarding their specific advancement
- September 4, 2012 – Four Employees Sessions held to inform employees and address questions
- September 7, 2012 – Payroll Reconciliation meeting with Food Service employees
- September 26, 2012 – "New" Letter mailed to employees advising of additional options for addressing advancement and Board resolution waiving half of days owed



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

- October 22, 2012 – Payroll Reconciliation meeting with employees at Barnett and Central Motor Pools
 - October 24, 2012 – Payroll Reconciliation meeting with employees at Northwest Motor Pool
 - Various dates – Payroll and Human Resource staff held meeting with 198 employees to address their specific questions
 - April 5, 2013 – Reminder e-mail sent to employees who had not addressed payroll reconciliation
 - April 9, 2013 – Reminder letter mailed to homes of employees who had not addressed payroll reconciliation
 - June 3, 2013 – Communication to Chiefs about 739 employees that had not taken action
 - June 20, 2013 – Reminder e-mail sent to employees who had not addressed payroll reconciliation
 - June 25, 2013 – Reminder letter mailed to homes of employees who had not addressed payroll reconciliation
 - July 15 – August 1, 2013 – Calls made to Operation's employees who had not addressed payroll reconciliation
- Why are activity funds handled differently in secondary schools vs. elementary schools? In secondary schools, you can charge with the ProCard and then later assign either an activity fund budget string or a regular budget. We don't have that ability in elementary schools. Is there a way for elementary activity funds to operate the same as they do in the secondary schools, including having the budget line items appear on the printed out budget?

Question #1

Response: Initially all schools were decentralized. At first only the schools with problems with theft and inappropriate purchases were put on centralized accounting. Then eventually all the secondary schools were transitioned to centralized accounting.

Now the purchases can be reviewed and checked before it is made. If there is a problem with the purchase, it can be returned to the school or they can be told this is not allowed. Before we would only find these things in the audit when it was too late to do anything about it.

Question #2

Response: Yes. The secondary schools Centralized Activity Funds (CAF) are funds controlled and disbursed through the District's Accounting Department and the activity funds budgets are setup in SAP based on actual receipts and disbursements posted to SAP. Establishing CAF budgets in SAP allows for the monitoring and reporting of budget at the clubs, class, and student group level. Without an automated accounting system, ensuring that appropriate funds are available prior to spending would not be possible.

Currently, the elementary schools activity funds are managed at the school level. To offer the elementary schools the same accounting services as the secondary schools, it would be required to shift custodianship of activity funds to central office.



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

Human Resources- Rodney Watson

- There is an insufficient number of quality bilingual teachers to fill positions; how can Principals be held accountable for 100% staffing under these circumstances?

Response: During our peak recruitment season there was a much higher candidate to vacancy ratio; as such there is an expectation for campuses to hire all candidates, especially bilingual, as early as possible. In July 2013, 799 candidates were withdrawn from the pool, including 182 Bilingual/ESL and 95 STEM certifications. 85% of the 150 "Gotaway" candidates (candidates hired by another district) were certified in Bilingual/ESL or STEM areas.

This year, there will continue to be a focus on early hiring as a district, highlighting the specific actions required of all key stakeholders to successfully hire bilingual candidates earlier than other districts.

At this time, the candidate pool has been purged to reflect only those candidates who continue to report they are actively seeking jobs. Recruitment trips have started again for the Fall to build the candidate pool. There is a keen focus on strengthening the messages and tactics used to attract more bilingual candidates to our district. This intense focus includes a strong partnership with Multilingual, more targeted recruitment collateral for this population, sponsorship at key conferences attracting potential bilingual candidates, and passive recruitment strategies to attract experienced bilingual teachers from other districts.

- Why do we continue to get teachers in the pool with no supervisor references? They say they are good candidates but when you track down their former Principal they say they were not re-hirable. Is anyone in HR looking at references? Many times they say "no" to would you rehire.

Response: There is no legal requirement for candidates to list prior / current supervisors as references; In the 2013-2014 application (within AppliTrack), we are currently updating the verbiage to request two references to be submitted, and that these references be a former / current supervisor. This information will also be highlighted on the Careers website for applicants to review regarding application submission pointers.

HR initiates the electronic reference surveys sent through AppliTrack, and principals and hiring managers are responsible for reviewing this information for candidates they are strongly considering. If there is negative reference information provided for a candidate, please send that information to our Selection Manager, Denise Ware. Our team will need to evaluate if the candidate is considered rehire 'eligible' by our district (white, or no label in our system). If the candidate is rehire eligible as determined by our district, we cannot remove the candidate from the pool. Please note those candidates who have been specifically designated as rehire 'ineligible' (red labeled) within our district will not move past our screening process as long as they have disclosed information that allows us to perform due diligence beforehand.

- Poor Communication from Certification Office: I had a teacher whose certification expired and no one notified me. The teacher was kind enough to forward the email to me. I called to



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

try to get info. and never got through to anyone. The teacher took the initiative to go to HMW and was told she had to sign resignation papers right then and the resignation was effective immediately.

Response: The Certification Team sends group emails to teachers 30 days before expiration. Based on the type of certificate held, step-by step instructions are included on the renewal process. Since individual emails are not sent at this time, principals are not copied on these emails. The teacher is informed on the email that they cannot continue employment without a valid certificate and a deadline is given to complete the renewal process.

We also include guidelines about their contract and if and when a teacher fails to meet the renewal process, another email is sent and the principal is then copied. If the teacher fails to comply, another email is sent giving a final deadline communicating that they must resign if a valid certificate is not verified. For additional questions, please contact the Certification Office at 713-556-7300.

- Revisiting the principal pay model: to where the number of building employees is part of the pay equation. As well, some schools house various district and county service employees; while appraisals may not be part of that equation, maintenance/service of those offices and employees can be time consuming.

Response: The District will review principal compensation in preparation for SY14-15. The current Principal Pay Model was designed and approved by the board for the 2006-2007 SY. Thank you for the suggestion and you will be informed as these discussions progress.

- We need information immediately regarding Performance Measures for PK, Kinder, and Ancillary. – **Response:** Please see attachment.
- When will value added scores be available? – **Response:** Please see attachment.

Information Technology (IT) - Lenny Schad

- The Appraisal template is not working: it will not record words as fast as you type; after typing several words, you must go to Save or click on the box with the check and then click another pop-up box for Cancel, in order to move forward. It takes approximately one hour to 1 ½ hours of uninterrupted time to complete an appraisal.

Response: IT Teams have continued to investigate this issue per feedback and service desk tickets. Technicians have been deployed to specifically work with users to capture details, including screenshots of the given feedback as the performance being illustrated at the escalating campuses cannot be replicated. Details regarding WiFi capabilities, workstation specifications, as well as campus infrastructure are being reviewed to see if certain school configurations are contributing to specific campus issues. At this time, it is believed that Horn ES, Dowling MS, and Lamar HS are experiencing specific issues related to their school infrastructure. This is being documented and evaluated for improvement.



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

- The online appraisal system is already showing signs of not working correctly. It has frozen several times. The PPA module does not allow you to move through it smoothly. It continually adds action steps and drops information that was entered. These concerns have been reported these to the Helpdesk and work orders have been created, but it is anticipated that others will have issues as well.

Response: IT is taking similar steps as noted in item one above to identify the root cause of performance degradation per help desk cases that have been presented. Again, this performance degradation cannot be replicated. Please continue to report issues to the Help Desk at helpdesk@houstonisd.org or 713-892-7378 to document your issue for evaluation.

- Are there plans to add a spell check feature to the online tool?

Response: Adding spell check is not on the current enhancement roadmap. IT will work with the Human Capital Accountability team to review the requirement priority for future releases.

- New teacher A & D does not allow the pull down to choose Observation or Walk-Through. The walk-through form that is provided in TADS is pretty useless.

Response: The system is functioning per design using specifications received by the Human Capital Accountability team. The HCA team and IT are currently reviewing this form and others for future enhancements.

- The teacher A & D system for inputting is very, very slow.

Response: Three campuses have communicated system performance issues. IT technicians have been engaged at campuses that communicated performance degradation and are being evaluated for wireless connectivity, workstation specifications and overall infrastructure capabilities that could potentially contribute to problems with the tool.

- There are some discrepancies between classroom enrollment and what is showing in TADS. For example, in TADS there are 24 students, but the teacher only has 22 in the classroom.

Response: The IT team is investigating all data discrepancy issues to determine root cause. Some changes to the tool regarding data integration are being developed and tested. Confirmation on deployment will be communicated to the HCA team by Friday, October 4th.

- My teachers are still not set up on TADS correctly so I can't send them their Student Progress measures. 3 teachers are still not in TADS, but they are in PeopleSoft correctly. Help Desk got all this info last week from me and said it would be fixed by last Friday, but they are still not on correctly.



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

Response: The IT team is investigating all data discrepancy issues to determine root cause. Some changes to the tool regarding data integration are being developed and tested. Confirmation on deployment will be communicated to the HCA team by Friday, October 4th. Please continue to report specific issues with supporting details to the Help Desk at helpdesk@houstonisd.org or 713-892-7378 to document your issue for evaluation and root cause.

Teachers' classes don't match what the coding in Chancery says. This is the same issue we dealt with last year. Why is it still not fixed?

Response: When teacher reassignments are made in Chancery or a transfer is completed in PeopleSoft, there is a 24 hour delay before the changes appear in the appraisal tools.

- Technology password resetting: Is it really necessary every 3 months?

Response: Three months is designated as IT best practice and is the current network access security standard and policy. This was established based on multiple years of audit findings and strong recommendations from our external auditor.

School Support Services- Andrew Houlihan

- Congratulations to all of the Principals and teachers for their dedication and hard work to achieve the Broad Prize for HISD!

- Principal representative at cabinet meetings: This would provide for an authentic 'in the trenches' viewpoint of district initiatives, program load, etc.

Response: The Office of School Support is committed to designing ways in which principals can provide feedback regarding key initiatives and district structures/systems. The idea raised is one that will be considered.

- More coordination before and more support during mandates (e.g., SAT program, un-enrolled student recovery, etc.) for campuses and principals.

Response: Aligning our systems and support efforts (School Support-Academics-HR, etc.) is a major goal this year. Such coordination is critical to ensuring student and school success.

- Better collaboration between HS and MS divisions, resulting in more frequent and better communication between vertical teams to support fewer dropouts and higher achievement

Response: As was described in the prior item, we are committed to better aligning our support and communication efforts across all divisions, including HS, MS, and ES.

- Principal For A Day suggestion: All upper administrators at HMW report to a campus at 7 am to walk in our shoes until 5 pm afterschool activity dismissal. Many successful companies



Principal Ad Hoc Meeting Minutes
October 2, 2013 | 7:30-8:30 a.m.
HMW Building, Room 1E01-02

require all of their management people to do just that. Many large corporations require their executives do field work at least once or twice a year. Some of them require a one-week period of time in order for executives to get a better feel for their core business.

Response: This is a fantastic idea and is one that will be discussed with Cabinet members.