

DRAFT

RECOMMENDATIONS AND TIMELINES
for
CURRICULUM MANAGEMENT AUDIT
KELLER INDEPENDENT SCHOOL DISTRICT

Presentation to the Board of Trustees
August 8, 2005

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TABLE OF CONTENTS

Curriculum Audit Chronology	Page 1
Report of Components	Page 3
Column Legend	Page 4
Recommendation 1	Page 5
Recommendation 2	Page 8

Curriculum Management Audit Chronology

September 27, 2004	Report to the Board of Trustees-discussion of curriculum audit options
October 11, 2004	Discussion by Board of Trustees for Phi Delta Kappa International to conduct audit through Curriculum Management Systems, Inc.
October 25, 2004	Board authorized Superintendent to enter into a contract with Curriculum Management Systems, Inc. to conduct the audit at a cost of \$43,375 plus expenses of \$6000. The vending contract proceeds from Coca-Cola were approved to fund the project.
November 8, 2004	Report to the Board of Trustees-Discussion regarding research to utilize services of Phi Delta International to conduct audit.
November 10, 2004	Administrative Staff Meeting-Overview with principals
November 29, 2004	Curriculum Audit timeline, process, and details discussed with Keller ISD Administrative Staff
December 8, 2004	Update for Administrative Staff
December 13, 2004	Report to the Board of Trustees-details of curriculum audit shared
January 5, 2005	Curriculum Committee Meeting-discussed curriculum audit process
January 6, 2005	District documents mailed to audit team
January 10, 2005	Report to Board of Trustees-Curriculum Committee-Curriculum Audit
January 26, 2005	Update for Administrative Staff
February 6-11, 2005	Curriculum Audit Team-visited Keller ISD
February 11, 2005	Curriculum Management Audit Exit Conference
February 14, 2005	Report to the Board of Trustees-Exit Conference

June 16, 2005	Final Report Presentation-Curriculum Management Audit
June 21, 2005	Budget Committee Meeting-Review of Curriculum Audit Items-impact on 2005-2006 budget
July 11, 2005	Report to the Board of Trustees-\$111,500 Proposed Budget Amount for Curriculum Audit implementation and training
July 12-15, 2005	Training for six District Administrators-Curriculum Audit Management Training Program, "Maximizing Student Achievement Through Curriculum and Assessment and Design and Delivery"-Bloomington, Indiana
August 8, 2005	Report to Board of Trustees-Draft of Curriculum Audit implementation
September 12, 2005	Report to Board of Trustees – Final Curriculum Audit Recommendations and Timelines
December 12, 2005	1 st Quarterly Progress Report to Board
March 13, 2006	2 nd Quarterly Progress Report to Board
June 12, 2006	3 rd Quarterly Progress Report to Board

Report Components

The document summarizes recommendations found in the Curriculum Management Audit Report for Keller Independent School District, May 2005. The audit was commissioned by the district within the scope of its policy-making authority. It was conducted February 6-11, 2005. The report in its entirety may be found on the Keller ISD website.

The following charts include three types of descriptions:

- Bold descriptions are recommendations listed on pages 233-240 of the report.
- Tented “^” and indented descriptions are recommendations embedded in the report, pages 19-221.
- [Not Accepted] is the description for recommendations that have not been accepted by the Board, Superintendent, and Staff.

For information regarding the columns on the charts, see the “Column Legend” on the following page.

COLUMN LEGEND

Columns:

- 1 ID Number-Identifies the reference to a specific recommendation in the summary report.
- 2 Description-Identifies the specific action to be addressed in the Curriculum Audit Report.
- 3 Identifier-Refers to the 4 recommendations (Section IV-Recommendations, pages 233-240) and 5 standards (pages 19-221) in the report.

Symbols include:

G-Governance, A-Administrative, S-Standard

Following the symbol, G, A, or S, is the audit recommendation number, such as G1.1. If an identifier indicates "S", this refers to one of the 5 standards (1,2,3,4,5), pages 19-221. The letter "S", along with a number is embedded in the report, such as S.1.c.1.1. The lower case letter "c" following the number indicates reference to other findings in the audit report. The other numbers following the lower case letter usually refers to an exhibit or table in the report.

- 4 Page-References to page numbers found in the audit report.
- 5 Priority-Refers to the ranking importance the district places on the specific recommendation.
- 6 Function-Identifies the recommendation as Governance (Board/Superintendent) directed or Administrative (Staff) directed.
- 7 Status-Indicates what percentage of the recommendation has been completed at the time of printing the report.
- 8 Dept/Person-Indicates department and/or individual who is accountable for directing or completing the task, such as Board/Superintendent.
- 9 Budget Cost-Refers to the amount of funding to implement the recommendation. (This column will be available for Quarterly Progress Reports.)
- 10 Initiate -Refers to the timeframe when the recommendation/task was or will be started.
- 11 Complete-Refers to the timeframe when the recommendation/task was or will be complete.

Recommendation 1:

Design and Implement Board Policies to Provide for a Sound Local System of Curriculum Management and Control.

ID	DESCRIPTION	IDENTIFIER	PAGE	PRIORITY	FUNCTION	STATUS	DEPT/PERSON	INITIATE	COMPLETE
1	Re-establish a board committee to review all policies. (The process of dissemination for policies must include time at administrative meetings for discussion of implications of the new policies on the operation of district.)	G.1.1	224	1	Governance	0%	Board/Newton	Mon 8/1/05	Tue 8/1/06
2	Conduct a complete policy manual review facilitated by TASB to ensure everyone within the district has same policies.	G.1.2	225	1	Governance	0%	Veitenheimer/ Newton	Mon 8/1/05	Tue 8/1/06
3	Direct the Superintendent to develop a draft comprehensive curriculum management policy that meets the 26 criteria for control, direction, equity, consistency, feedback, and productivity as presented in Exhibit 1.1.2 and 1.1.3.	G.1.3	225 & 26-28	1	Governance	0%	Board/ Veitenheimer	Mon 8/1/05	Tue 8/1/06
4	^ Direct development of a policy to align the written, taught, and tested curriculum (new EG Local).	S.1.c.1.1	28	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
5	^ Direct development of a policy to address philosophical statement for general approach to curriculum which includes framework to curriculum design and delivery (new EG Local).	S.1.c.1.2	28	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
6	^Direct development of a policy to require written curriculum (new EG Local).	S.1.c.2.1	30	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
7	^ Direct development of a policy to provide direction for district/campus curriculum (new EG Local).	S.1.c.2.2	30	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
8	Direct the development of a policy to provide for the integration of programs and program alignment to the curriculum.	G.1.4	225	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
9	^ Direct development of a policy to establish the specific process for determination of approval of curriculum and instruction programs (new EG Local).	S.1.c.1.3	29	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
10	Direct the development of a policy to provide for the articulation and coordination of the curriculum, as well as the predictability of the written curriculum from one level to another.	G.1.5	225	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
11	^Direct development of a policy for the articulation and coordination across grade levels and between campuses (new EG Local).	S.1.c.3.2	32	1	Governance	0%	Board/Rountree	Mon 8/1/05	Tue 8/1/06
12	Direct the development of policy providing for staff development for all employees, including training for staff in the delivery of the curriculum.	G.1.6	225	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
13	Direct the development of a policy providing for the use of data to determine effectiveness of all district functions.	G.1.7	225	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
14	Direct the development of a policy to improve the budget process by requiring resource allocations tied to curriculum priorities.	G.1.8	225	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
15	^ Direct development of policy to provide direction for the linkage of budgeting to curriculum (new EG Local).	S.1.c.5.1	34	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06

ID	DESCRIPTION	IDENTIFIER	PAGE	PRIORITY	FUNCTION	STATUS	DEPT./PERSON	INITIATE	COMPLETE
16	^ Direct development of policy to provide direction to link resource allocations to curriculum priorities. Resources include funding, personnel, facilities, equipment, supplies, material, and time (new EG Local).	S.1.c.5.2	34-35	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
17	Direct the development of a policy to provide more explicit direction for textbook/resource alignment to curriculum and assessment, content area emphasis, and monitoring the delivery of the curriculum.	G.1.9	225	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
18	^ Direct revision of policy to assure there is alignment of instructional materials to curriculum.	S.1.c.2.3	30-31	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
19	Require the development of appropriate administrative regulations to support the curriculum management policy as well as other district policies.	G.1.10	225	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
20	Facilitate the Policy Committee described in Recommendation G.1.1. Develop policies as identified under G.1.3, G.1.4, G.1.6, G.1.7, G.1.8, and G.1.9.	A.1.1	225	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
21	Implement and evaluate the adequacy of the policy and the effectiveness of staff in following the policy.	A.1.2	225	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
22	Provide training to all current administrators following the complete review of the policy manual by TASB. Include training for all new administrators on the process for review, adoption, and posting of policies.	A.1.3	225	1	Administrative	0%	Newton	Mon 8/1/05	Tue 8/1/06
23	Evaluate the adequacy of the district policy and the effectiveness of staff in following district policy. Provide yearly reports to the board on policy implementation and effectiveness.	A.1.4	225	1	Administrative	0%	Newton	Mon 8/1/05	Tue 8/1/06
24	Create an administrative regulations handbook that supports and is aligned to board policy.	A.1.5	225	1	Administrative	0%	Newton	Mon 8/1/05	Tue 8/1/06
25	^ Develop Administrative Regulations to include guides, handbooks and forms, as well as other documents defining standard operating procedures and designed regulations.	S.1.1.4	37-39	1	Administrative	0%	Newton	Mon 8/1/05	Tue 8/1/06
26	Require each administrator to ensure that staff is aware of, understands, and follows relevant policy.	A.1.6	225	1	Administrative	0%	Cabinet	Mon 8/1/05	Tue 8/1/06
27	^ Develop an administrative procedure to insure adherence to the existing policies.	S.2.1	71-73	1	Administrative	0%	Cabinet	Mon 8/1/05	Tue 8/1/06
28	Review all school handbooks for consistency in implementation of administrative regulations.	A.1.7	225	1	Administrative	0%	Smith/ McBurnett	Mon 8/1/05	Tue 8/1/06

Recommendation 2:

Restructure the Table of Organization and Job Descriptions to Provide Effective Systems Management.

ID	DESCRIPTION	IDENTIFIER	PAGE	PRIORITY	FUNCTION	STATUS	DEPT/PERSON	INITIATE	COMPLETE
29	Direct the Superintendent to recommend to the Board a revised organizational chart which will illustrate roles and responsibilities that support the design, delivery, and monitoring of the curriculum.	G.2.1	226	0	Governance	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
30	Develop an organizational chart for Keller ISD to include appropriate span of control for the Superintendent and Asst. Superintendents. Include Asst. Principals and teachers.	S.1.1.2	43-45	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
31	Use the principles in Exhibit 1.2.1 to evaluate proposed organizational changes to ensure that the major tenets of an effective organizational structure are addressed.	G.2.2	226	0	Governance	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
32	Adopt the approved district organizational structure as board policy.	G.2.3	226	0	Governance	100%	Veitenheimer	Mon 3/28/05	Mon 3/28/05
33	Direct the Superintendent to begin the process of creating job descriptions for positions that do not have them/weed out all job descriptions that are duplicated or that relate to positions that do not exist in the organization of the district.	G.2.4	226	1	Governance	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
34	^Job descriptions need to be developed for all district employees.	S.1.2.4 Exh.	50-51	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
35	Align major functions (instruction, administration, business, operations) by removing all instructional responsibilities from the business side of the organizational chart.	A.2.1	227	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
36	Create two new positions, Ex. Dir. Secondary and Elementary Schools, using the salaries allotted to unfilled positions.	A.2.2	227	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
37	Principals should report to Executive Directors of Elementary and Secondary Schools.	A.2.3	227	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
38	Create a Director (Executive Director) of Curriculum & Instruction position.	A.2.4	227	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
39	District personnel should hire curriculum coordinators in the future based on expertise in curriculum design and delivery rather than on content knowledge.	A.2.5	227	0	Administrative	100%	Veitenheimer	Mon 3/28/05	Tue 6/28/05
40	Create a Director of Staff (Professional) Development to coordinate district staff development.	A.2.6	227	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Mon 5/23/05
41	[NOT ACCEPTED] Restructure the position of Director of Special Programs to include all special programs other than special education.	A.2.7	227	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Tue 6/28/05
42	[NOT ACCEPTED] Rename the Executive Director of Technology to be a director position.	A.2.8	227	0	Administrative	100%	Newton	Mon 11/1/04	Mon 3/28/05

ID	DESCRIPTION	IDENTIFIER	PAGE	PRIORITY	FUNCTION	STATUS	DEPT /PERSON	INITIATE	COMPLETE
43	[NOT ACCEPTED] The Athletic Director should report to the Executive Director of Secondary Schools.	A.2.9	227	0	Administrative	100%	Newton	Mon 11/1/04	Mon 3/28/05
44	[NOT ACCEPTED] Restructure the position of Director of Communications to report to the Assistant Superintendent of Administration and Student Services.	A.2.10	227	0	Administrative	100%	Newton	Mon 11/1/04	Mon 3/28/05
45	[NOT ACCEPTED] Remove the reporting responsibility of the Director of Guidance and Counseling from the Assistant Superintendent for Instruction and place that responsibility under the Assistant Superintendent of Admin. and Student Services.	A.2.11	227	0	Administrative	100%	Newton	Mon 11/1/04	Mon 3/28/05
46	[NOT ACCEPTED] Include the evaluation of the personnel responsible for the contracted services to the district in the responsibilities of the Asst. Superintendent for Administration and Student Services.	A.2.12	228	0	Administrative	100%	Newton	Mon 11/1/04	Mon 3/28/05
47	[NOT ACCEPTED] The Director of Facilities Services should supervise the Coordinator of Rental Agreements.	A. 2.13	228	0	Administrative	100%	Newton	Mon 11/1/04	Mon 3/28/05
48	[NOT ACCEPTED] Align responsibilities under the Assistant Superintendent for Finance as depicted in Exhibit R. 2.4.	A.2.14	228, 231	0	Administrative	100%	Newton	Mon 11/1/04	Mon 3/28/05
49	[NOT ACCEPTED] Align responsibilities under the Assistant Superintendent for Human Resources as depicted in Exhibit R. 2.5.	A.2.15	232	0	Administrative	100%	Veitenheimer	Mon 11/1/04	Mon 3/28/05
50	Ensure that all positions are placed appropriately within the salary structure of the district so that scalar relationships can be determined and monitored.	A.2.16	228	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
51	^Pay grades for all positions on the organizational chart need to be identified.	S.1.2	44	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Thu 12/1/05
52	^Revise job descriptions for principals based on specific responsibilities. Pay scale should indicate level of responsibilities.	S.1.2.4 Exh.	50	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Tue 8/1/06
53	Create new job descriptions or revise existing job descriptions so that they reflect what the job actually requires and how the positions link to the curricular program of the district.	A.2.17	228	1	Administrative	0%	Benz	Mon 8/1/05	Tue 8/1/06
54	^Include staff positions for Assistant Superintendent of Instruction, assessment personnel, appropriate supervisors for principals, personnel in charge of long-term district-wide planning.	S.1.2	45	1	Administrative	0%	Benz	Mon 8/1/05	Tue 8/1/06
55	^All job descriptions must include signatures indicating the job has been reviewed and approved by appropriate personnel.	S.1.2.4	47-50	1	Administrative	0%	Benz	Mon 8/1/05	Tue 8/1/06
56	^Assistant Superintendent of Instruction job description needs to include curriculum management in the responsibilities.	S.2.1	73	1	Administrative	0%	Benz	Mon 8/1/05	Tue 8/1/06

ID	DESCRIPTION	IDENTIFIER	PAGE	PRIORITY	FUNCTION	STATUS	DEPT./PERSON	INITIATE	COMPLETE
57	^District wide staff demographics need to reflect student demographics.	S.3.2	125	1	Administrative	0%	Benz	Mon 8/1/05	Tue 8/1/06
58	^Include responsibility of monitoring equity data in a job description.	S.3.2	125	1	Administrative	0%	Cabinet	Mon 8/1/05	Tue 8/1/06
59	^Job descriptions for principals need to be revised to include the responsibility of monitoring the delivery of written curriculum.	S.3.4.1 Exh. -146	144	1	Administrative	0%	Benz	Mon 8/1/05	Tue 8/1/06
60	Restructure the existing administrative appraisal system so that all administrators are aware of areas in which they can grow. Include "walk-through" practices.	A.2.18	228	1	Administrative	16%	Veitenheimer	Mon 1/10/05	Fri 12/16/05
61	^Develop a consistent walk-through observation form and provide training for campus principals and assistant principals.	S.1.4.1	68	1	Administrative	0%	Smith/ McBurnett	Mon 8/1/05	Fri 12/16/05
62	[NOT ACCEPTED] Develop principal appraisal instrument which includes the 10 state domains.	S.1.4.5 Exh.	69-70	0	Administrative	100%	Veitenheimer	Mon 1/10/05	Mon 3/28/05
63	^Teacher and Administrator processes need to be linked to staff professional growth.	S.1.4	68-70	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Fri 12/16/05
64	^Written instructions need to be provided for the administrator evaluation.	S.1.4.7 Exh.	70	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Fri 12/16/05
65	Use the principles found in Exhibit 1.2.1 to modify any future organizational charts for the district.	A.2.19	228	1	Administrative	0%	Veitenheimer	Mon 8/1/05	Fri 12/16/05