

# US Department of Education's State Personnel Development Grant Program (SPDG) National Conference

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BIBB COUNTY SCHOOL DISTRICT

*Leadership. Scholarship. Citizenship.*

**Dr. Curtis L. Jones, Jr.**

*Superintendent*

*October 14, 2020*



# How Did I Get Here?

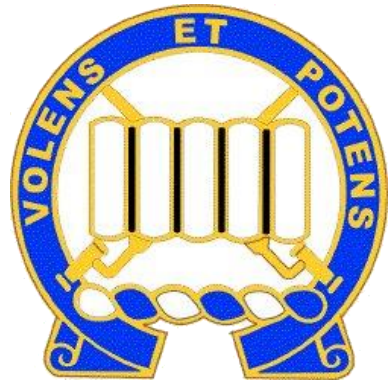
Mon 8/17/2020 10:24 AM

Jennifer Coffey, PhD

Karen Suddeth

Dr. Zephine Smith-Dixon

# 48 Years of Leadership



# Inclusive Leadership



**1. Visible commitment:** They articulate authentic commitment to diversity, challenge the status quo, hold others accountable, and make diversity and inclusion a personal priority.

**2. Humility:** They are modest about capabilities, admit mistakes, and create the space for others to contribute.

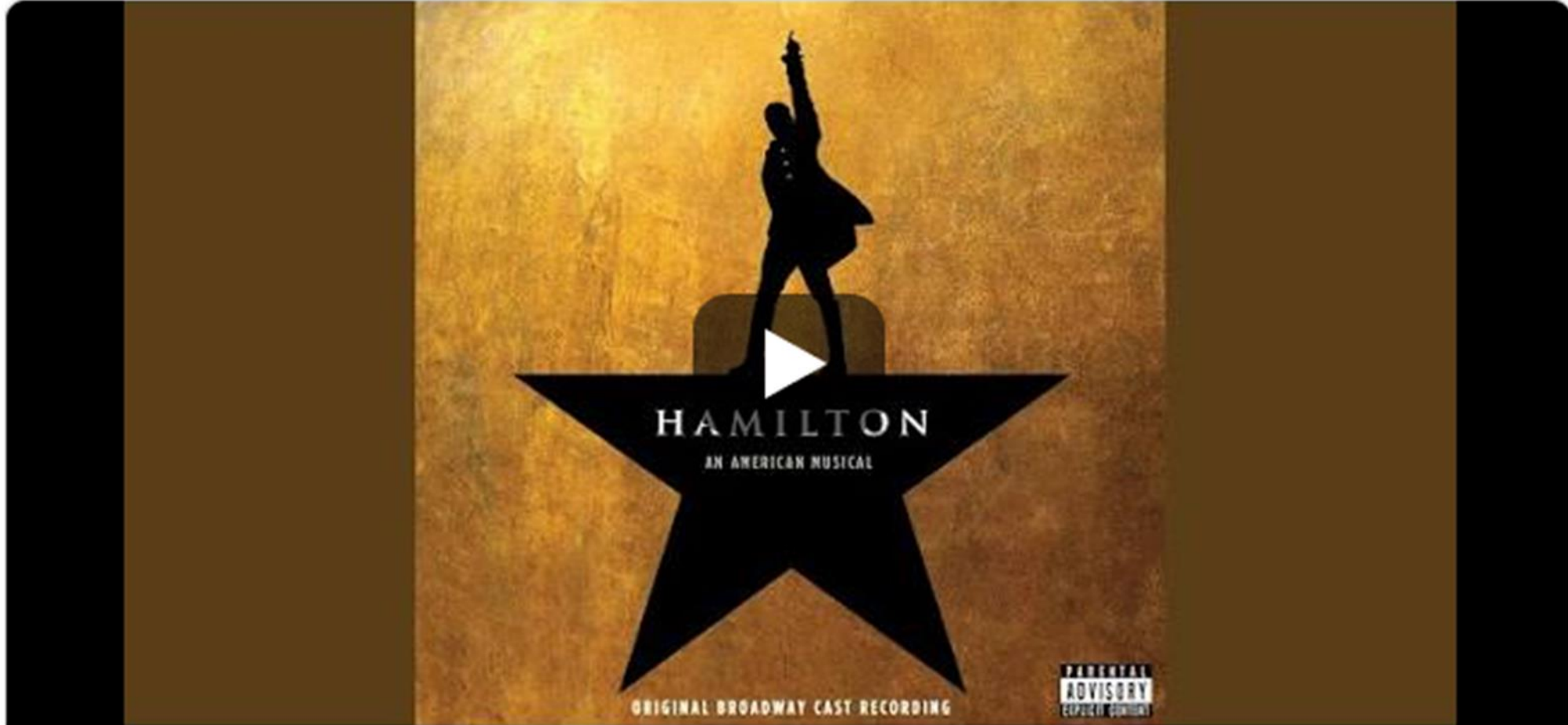
**3. Awareness of bias:** They show awareness of personal blind spots, as well as flaws in the system, and work hard to ensure a meritocracy.

**4. Curiosity about others:** They demonstrate an open mindset and deep curiosity about others, listen without judgment, and seek with empathy to understand those around them.

**5. Cultural intelligence:** They are attentive to others' cultures and adapt as required.

**6. Effective collaboration:** They empower others, pay attention to diversity of thinking and psychological safety, and focus on team cohesion.

# Tell Your Story!



Who Lives, Who Dies, Who Tells Your Story - YouTube



# Bibb School Superintendents



2000 - 2010



2010 - 2011



2011 - 2013

# And oh by the way...

## Ex-superintendent ordered to pay \$47M to Bibb County schools August 13, 2019

MACON, Ga. (AP) — A former Bibb County schools superintendent has been ordered to pay more than \$47 million to the district he once led.

News outlets report U.S. District Judge Marc Treadwell in Macon issued the ruling Tuesday against 50-year-old Romain Dallemand in a lawsuit brought by the school district. The figure includes \$24.6 million in punitive damages.

Dallemand was Bibb's school superintendent from 2011 to 2013. He ignited controversies when he announced plans to close schools, cut teacher staffs, teach Mandarin to all students and institute a year-round school calendar. He allegedly received hundreds of thousands of dollars in kickbacks.

# Bibb School Superintendents



2000 - 2010



2010 - 2011



2011 - 2013



2013 (3 months)



2013 - 2014



2015 (4 months)





**UPDATE (Feb 11, 2015): The Bibb County School Board has voted Curtis Jones as the district's new superintendent.**

**The vote was 6-1.**

**Tom Hudson voted no; and Ella Carter abstained.**

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**The Bibb County School Board is taking a vote on its superintendent seat Thursday. Griffin-Spalding County Superintendent Curtis Jones is the sole nominee up for the position.**

**"He is going to be the hardest worker that you've seen," said Michael Kendall, a Griffin-Spalding County board member, whose known Jones for at least 50 years.**

**"He's a very strategic planner and a strategic thinker," said Keith Simmons, Griffin High School principal, and former assistant principal at Westside High School in Bibb County.**

**He said the retired army lieutenant colonel empowers staff and never accepts the status quo.**

# The Board Brief

This edition of *The Board Brief* is a summary of the information and recognitions presented and actions taken at the Board of Education's Committee and Board Meetings on **January 22, 2015**.

## *Actions Taken*

### **Chief Academic Officer Appointed**

On Thursday, January 22, Board members approved the appointment of Dr. Tanzy Kilcrease as Chief Academic Officer for the District. Dr. Kilcrease, who is currently principal of Southwest High School, will replace retiring Chief Academic Officers Dr. Erin Weaver and Bruce Giroux.

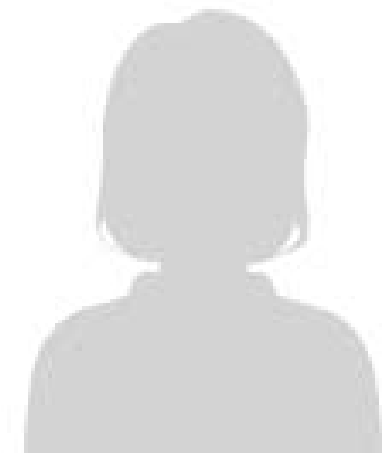
This edition of *The Board Brief* is a summary of the information and recognitions presented and actions taken at the Board of Education's Committee and Board Meetings on **February 26, 2015**.

## *Actions Taken*

### **Chief Accountability and Information Officer Appointed**

Board members on Thursday, February 26, authorized the appointment of Dr. Michael Kemp as the Chief Accountability and Information Officer for the District. Dr. Kemp has worked closely with school districts through the business sector since 2010. Prior to that, Dr. Kemp served as Assistant Superintendent for Student Achievement with Glynn County Schools.

# BoE Meeting – May 2015; Public Comments





I dare you to do better





The work of leadership is to  
*get results* in a way that  
*inspires trust.*

# District Review Bibb School District Summary Report

September 17, 2015

School and District Effectiveness Division  
Georgia Department of Education



Richard Woods,  
Georgia's School Superintendent  
*"Educating Georgia's Future"*  
ga DOE.org

# District Review Results

Georgia Department of Education

**“All organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things.”**

**..... Tom Northrup**

# BELIEVE



If you can conceive something in your mind and believe it to be true, then you can achieve it."

—NAPOLEAN HILL





# What It Will Take....



# Trust





# Who We Are

## OUR VISION

Each student will demonstrate strength of character and will be college or career ready.

## OUR MISSION

The Bibb County School District develops a highly trained staff and an engaged community dedicated to educating each student for a 21<sup>st</sup> century global society.

## OUR VALUES

COMPETENCE  
LOYALTY  
OPEN COMMUNICATION  
DEFINED AUTONOMY  
HONOR

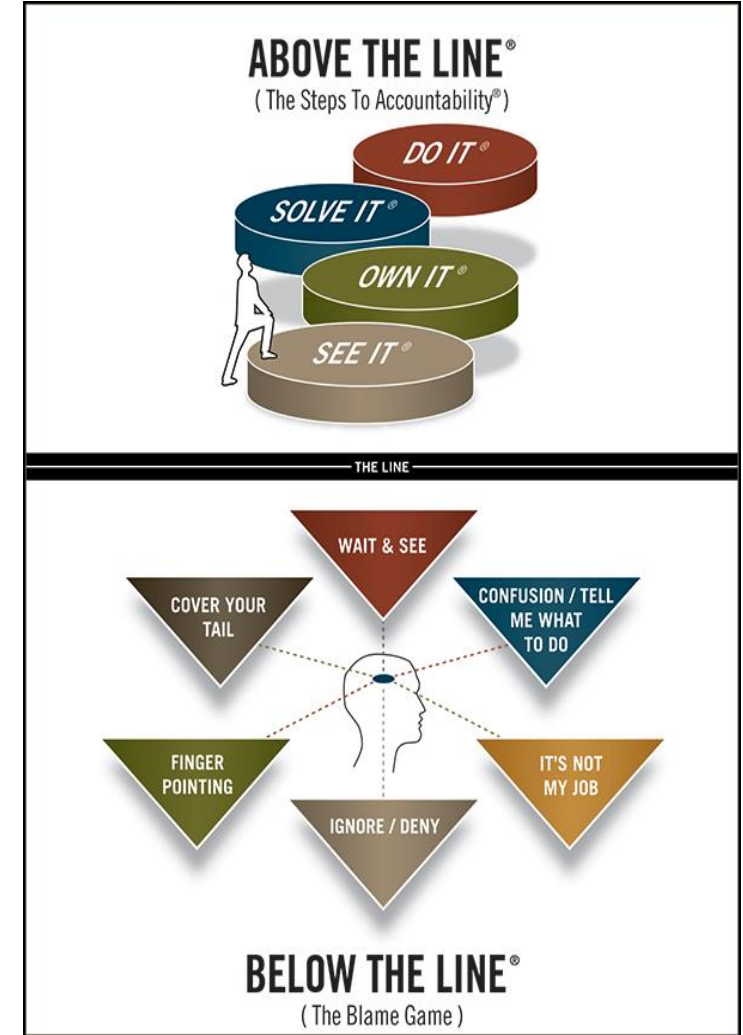
## NON-NEGOTIABLES

PBIS  
RTI  
FIP  
TKES & LKES



The Results Pyramid®

©Partners In Leadership

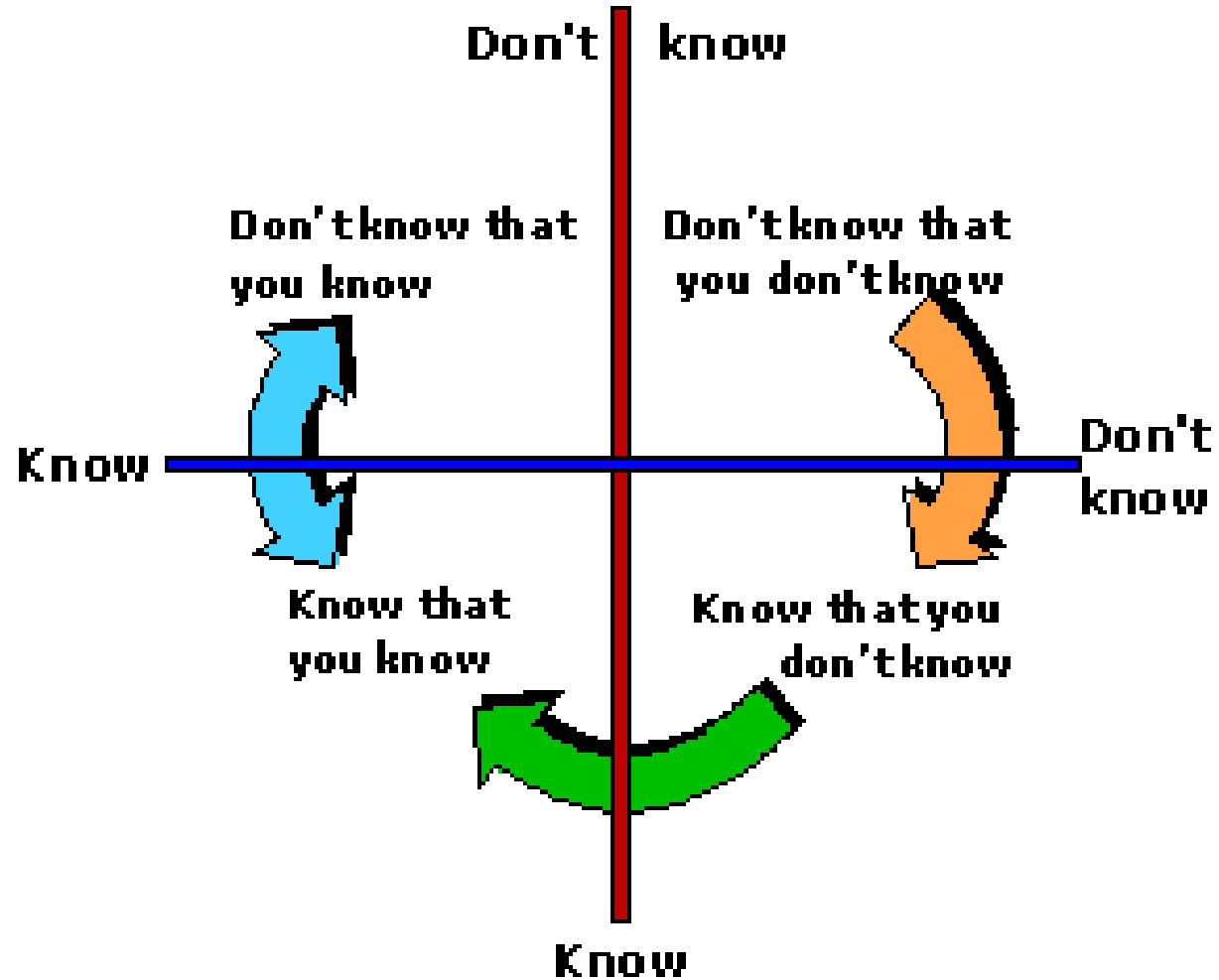


# COMPETENCE

- **Competence** is the ability of an individual to do a job properly.
- **Competence** is a combination of practical and theoretical knowledge, cognitive skills, behavior and values used to demonstrate performance.
- To be **competent** a person would need to be able to interpret the situation in context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire.
- **Collective Competence** is a distributed capacity of a system that is an evolving dynamic that is context driven.
- **Competence** is a core value.

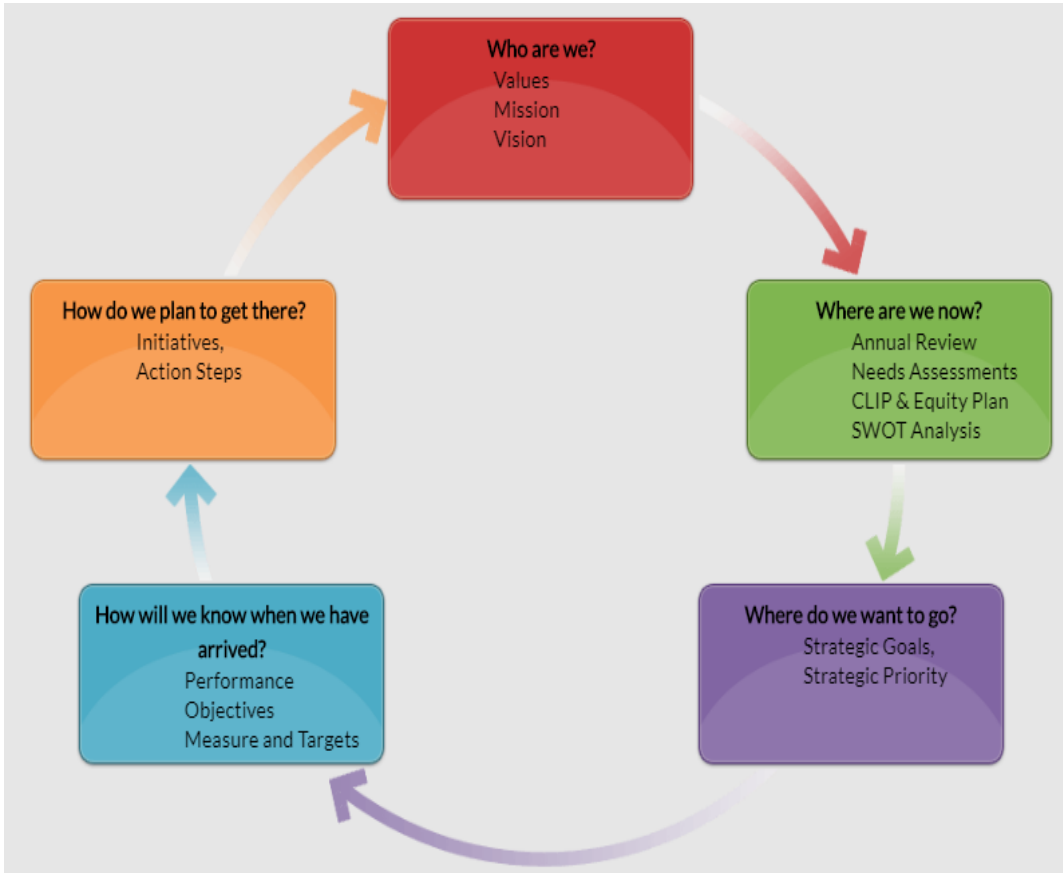


# Knowing & Not Knowing



# Goal Area I: Indicator #2

The superintendent will lead the administrative leadership team in the development of action plans with expected performances to be achieved on the agreed upon goals.



- BELIEFS, MISSION, VISION  
 STRATEGIC PRIORITIES  
 PLAN OUTLINE
- - Not Started ● - In Progress ● - Completed
  - Strategic Goal 1 - Increase Student Achievement **Priorities**
    - Objective 1 - Increase Student Content Mastery
    - Objective 2 - Increase Post School Readiness
    - Objective 3 - Increase Graduation Rate and Post Secondary Options
  - Strategic Goal 2 - Increase Student and Stakeholder Engagement **Priorities**
    - Objective 1 - Partner with Students
    - Objective 2 - Partner with Parents
    - Objective 3 - Partner with the Community
  - Strategic Goal 3 - Increase Leader and Teacher Effectiveness **Priorities**
    - Objective 1 - Be A PLC
    - Objective 2 - Know Technology
    - Objective 3 - Do Standards-based Classrooms
  - Strategic Goal 4 - Be a Reliable Organization **Priorities**
    - Objective 1 - Manage Core Processes and Projects
    - Objective 2 - Manage Personnel and Finances
    - Objective 3 - Manage Perceptions
    - Objective 4 - Maintain a Safe Work and Learning Environment
  - Strategic Goal 5 - Learning and Growth **Priorities**
    - Objective 1 - Recruit and Retain the Right People
    - Objective 2 - Respect BCSD Values and Culture
    - Objective 3 - Grow From Evaluations

# Who We Are

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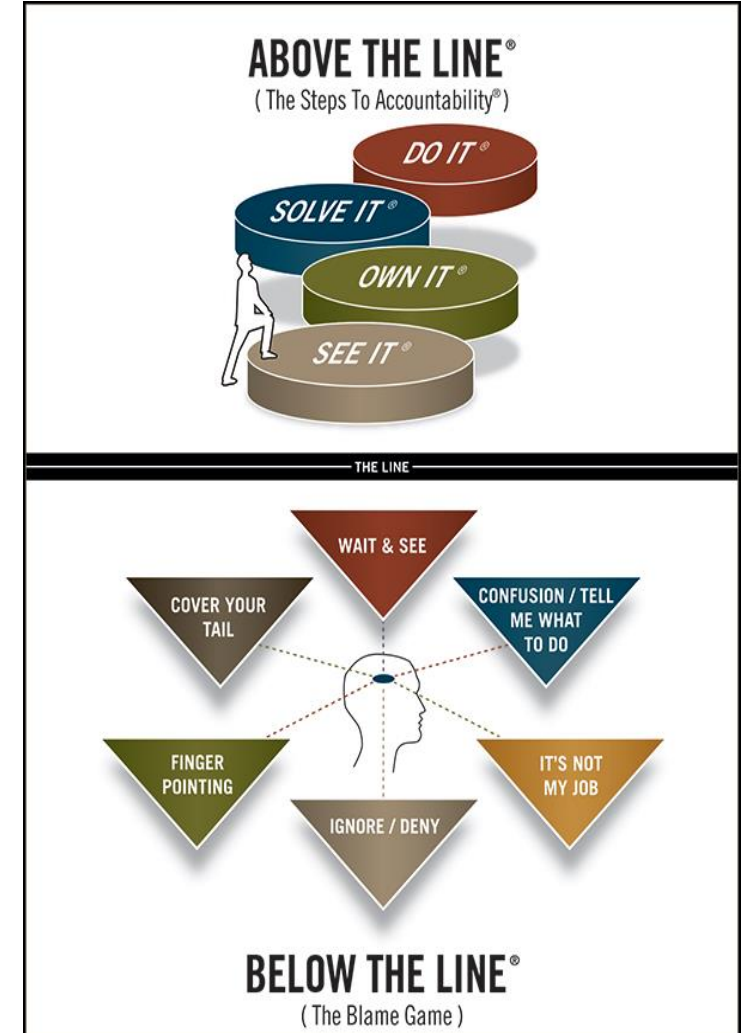
## NON-NEGOTIABLES

PBIS  
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The Results Pyramid®

©Partners In Leadership



# Above The Line



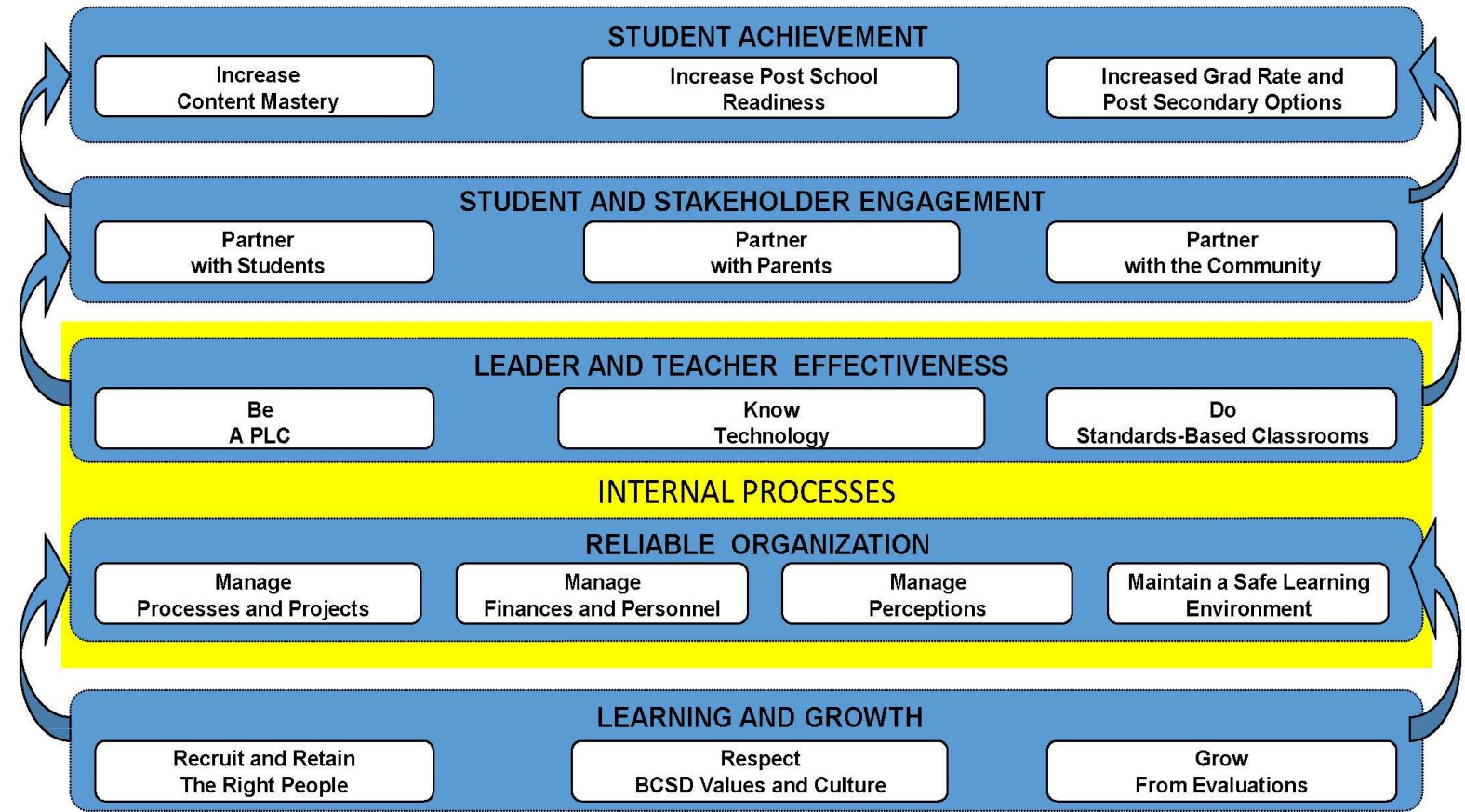
# Georgia's Systems of Continuous Improvement Framework

- Supporting the Whole Child by knowing:
  - What to Improve?
  - How to Improve?

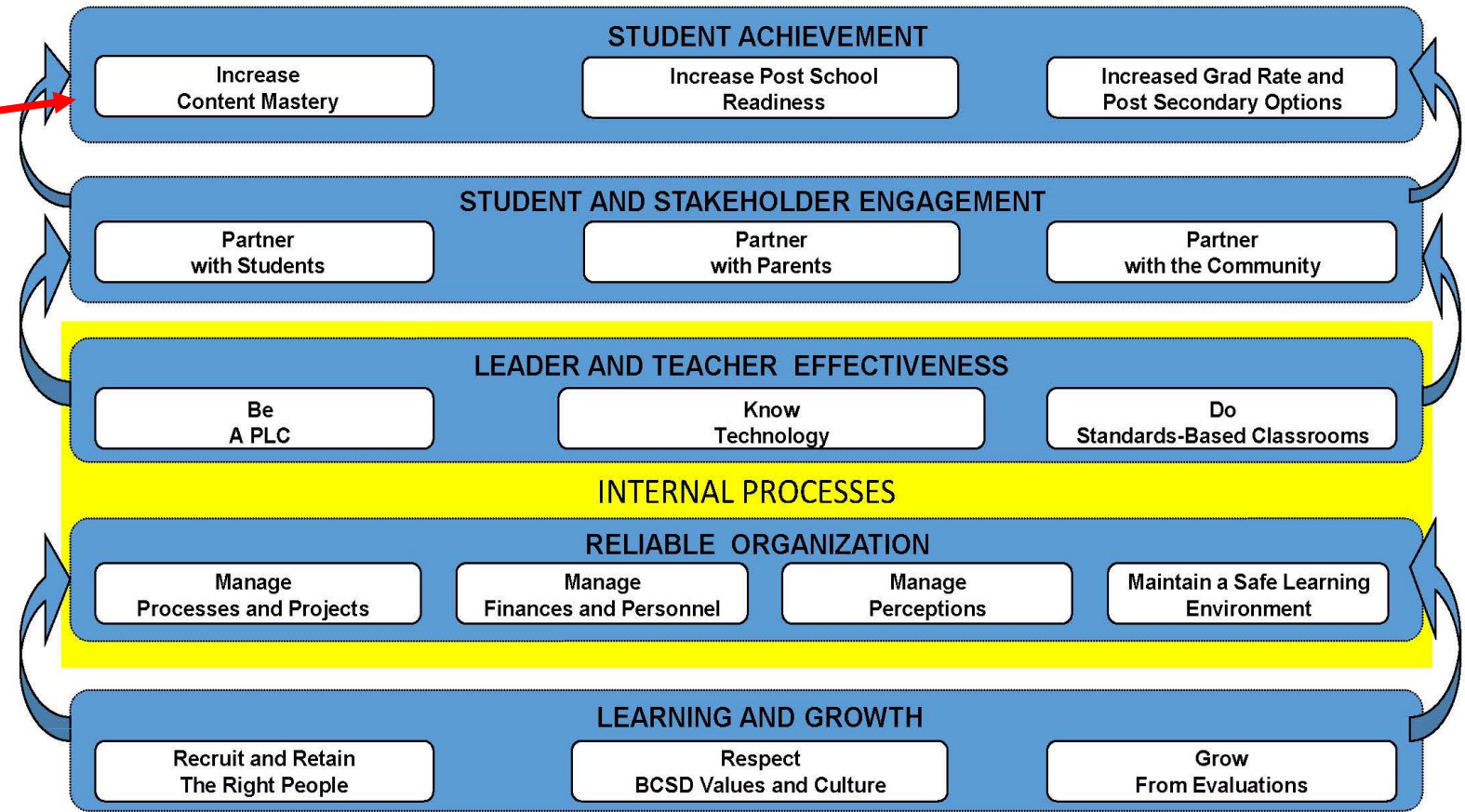




# Victory In Our Schools

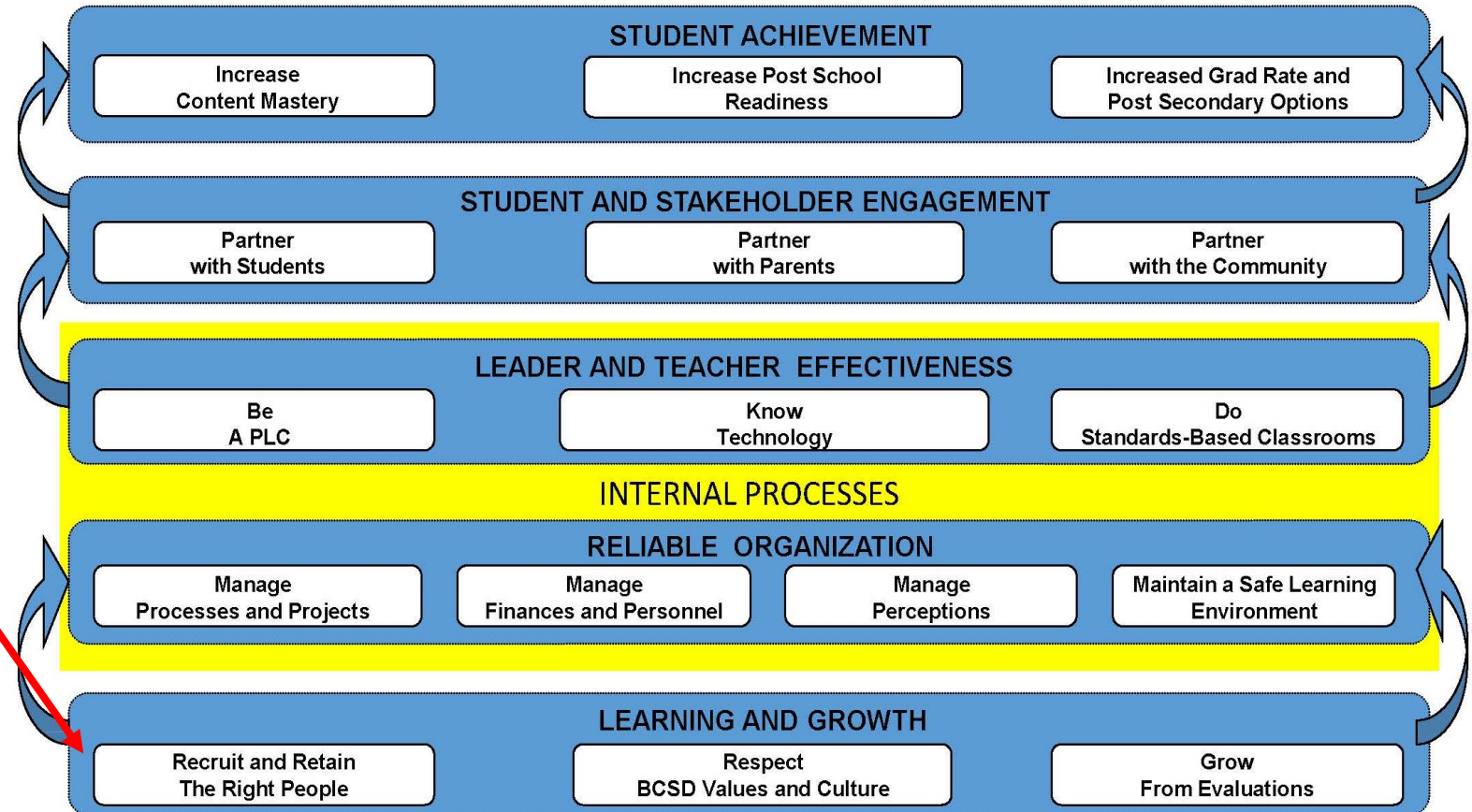


# Victory In Our Schools





# Victory In Our Schools



# Georgia's Systems of Continuous Improvement Framework

- Supporting the Whole Child by knowing:
  - What to Improve?
  - How to Improve?



# Georgia's Systems of Continuous Improvement Framework

- How to Improve?
  1. Identify Needs
  2. Select Interventions
  3. Plan Implementation
  4. Implement Plan
  5. Examine Progress





# Continuous Improvement Process Timeline



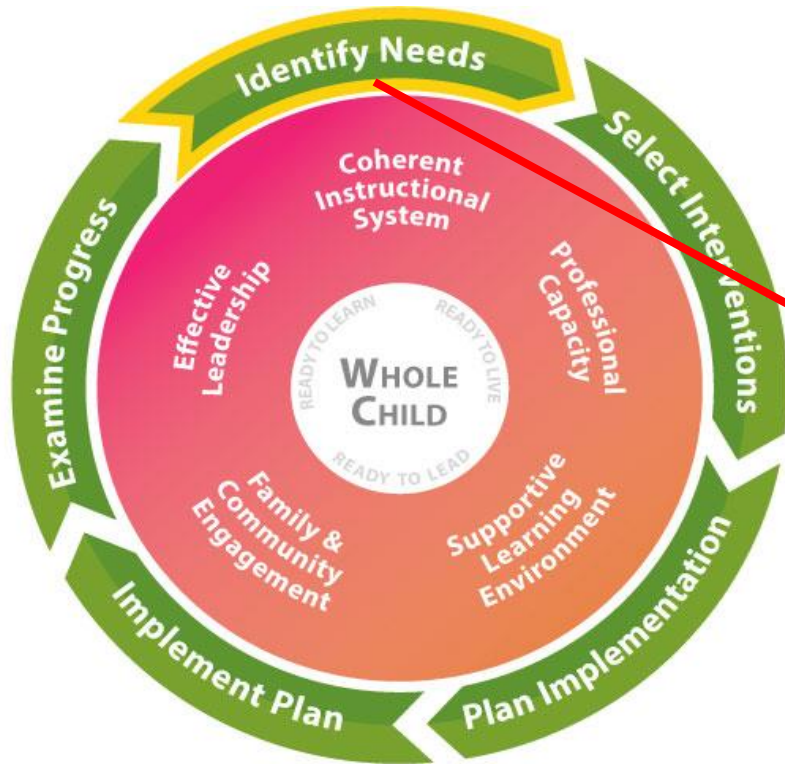
## Annual Timeline for the Continuous Improvement Process

MONTH	PROCESS	DISTRICT ARTIFACTS	SCHOOL ARTIFACTS
July		District Professional Learning	
August		Implementation and Monitoring of Current FY Improvement Plan Initiatives	
September		Implementation and Monitoring of Current FY Improvement Plan Initiatives	
October		Current FY School Continuous Improvement Plan (CIP) Monitoring Performance Reviews (45 Days)	
November		Implementation and Monitoring of Current FY Improvement Plan Initiatives	
December		Implementation and Monitoring of Current FY Improvement Plan Initiatives	
January	Perception Data Gathering	• District CNA (Self-Assessment)	• School CNA (Self-Assessment)
January		Current FY School CIP Monitoring - Performance Reviews (90 Days)	
February		Current FY School CIP Monitoring - Performance Reviews (90 Days)	
February	Upcoming FY Annual Review Process	<ul style="list-style-type: none"> <li>Analyze Data and Determine Root Causes</li> <li>SWOT Analysis</li> <li>District CNA Self-Assessment Results</li> </ul>	<ul style="list-style-type: none"> <li>Analyze Data and Determine Root Causes</li> <li>SWOT Analysis</li> <li>School CNA Self-Assessment Results</li> </ul>
		<ul style="list-style-type: none"> <li>Title I Parental Involvement Forum Documents including                             <ul style="list-style-type: none"> <li>Comprehensive LEA Improvement Plan (CLIP)</li> <li>McKinney-Vento</li> <li>Migrant Education Program</li> <li>Parent &amp; Family Engagement Policy/Plan and Budget</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Title I Parental Involvement Forum Documents including                             <ul style="list-style-type: none"> <li>Parent Compact</li> <li>Parent &amp; Family Engagement Policy/Plan and Budget</li> </ul> </li> </ul>
March	Upcoming FY CIP Presentations	<ul style="list-style-type: none"> <li>District CIP                             <ul style="list-style-type: none"> <li>Professional Learning Plan</li> </ul> </li> <li>Budget Review Worksheet (All funding sources)</li> <li>CLIP including                             <ul style="list-style-type: none"> <li>District CNA Report</li> <li>Parent &amp; Family Engagement Policy/Plan</li> <li>District Improvement Plan (DIP)</li> <li>Foster Care Transportation Plan</li> <li>Title I, Part C ID&amp;R Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>School CIP                             <ul style="list-style-type: none"> <li>Parent Compact</li> <li>Parent &amp; Family Engagement Policy/Plan</li> <li>Professional Learning Plan</li> <li>School CNA Report</li> <li>School Improvement Plan (SIP)</li> <li>Budget Review Worksheet (All funding sources)</li> </ul> </li> </ul>
April		Planning for Implementation of the Upcoming FY Improvement Plan Initiatives	
May		Planning for Implementation of the Upcoming FY Improvement Plan Initiatives	
June		Current FY School CIP Monitoring - Performance Reviews (EOY)	
June		District Professional Learning	

Ongoing District Technical Assistance

# Continuous Improvement Process Timeline

## Annual Timeline for the Continuous Improvement Process



MONTH	PROCESS	DISTRICT ARTIFACTS	SCHOOL ARTIFACTS
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January	Current FY School CIP Monitoring - Performance Reviews (90 Days)		
February			



# Continuous Improvement Process Timeline

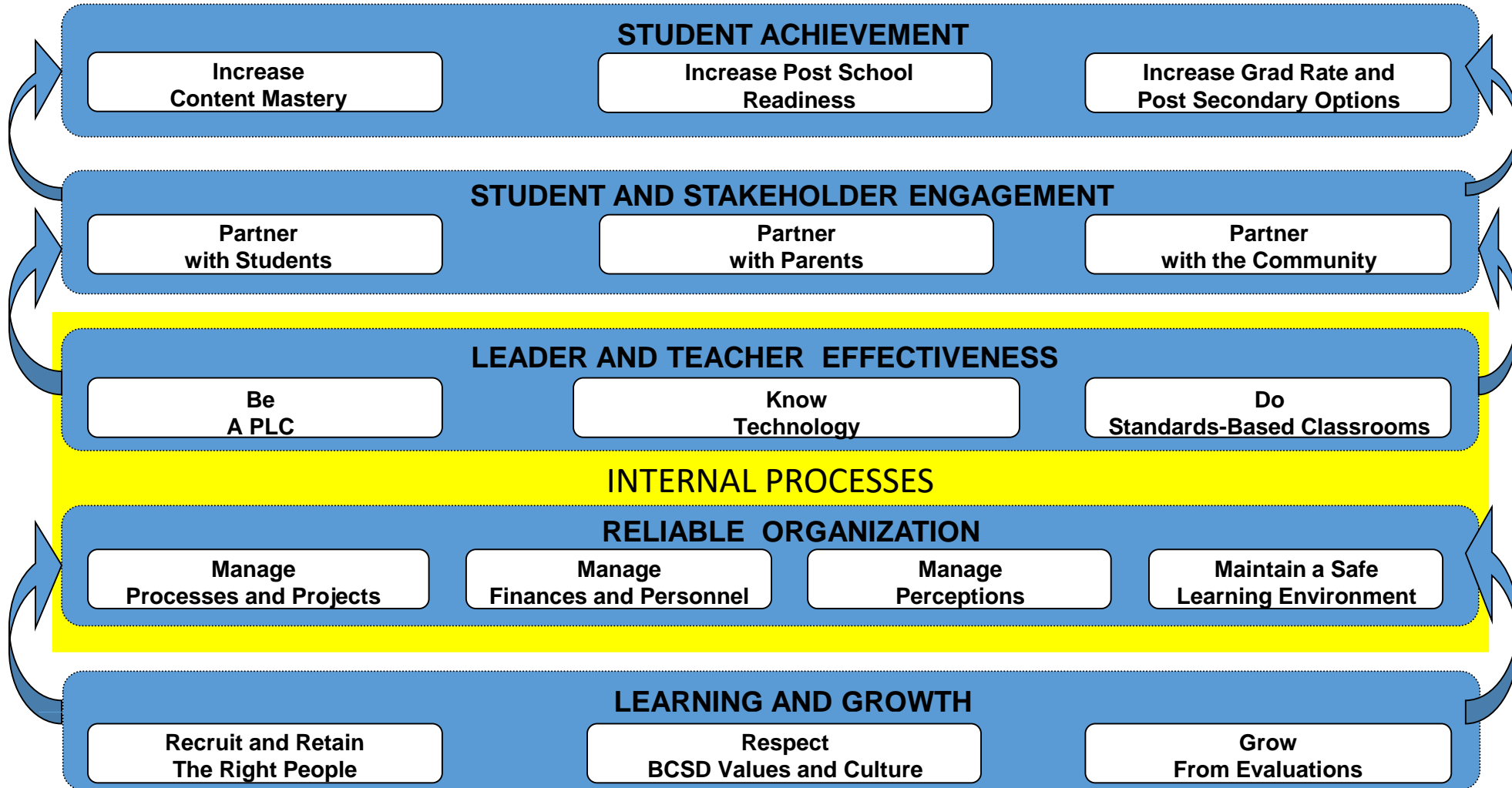
## Annual Timeline for the Continuous Improvement Process



Ongoing District Technical Assistance	February	Upcoming FY Annual Review Process	<ul style="list-style-type: none"> <li>Analyze Data and Determine Root Causes</li> <li>SWOT Analysis</li> <li>District CNA Self-Assessment Results</li> <li>Title I Parental Involvement Forum Documents including                             <ul style="list-style-type: none"> <li>Comprehensive LEA Improvement Plan (CLIP)</li> <li>McKinney-Vento</li> <li>Migrant Education Program</li> <li>Parent &amp; Family Engagement Policy/Plan and Budget</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Analyze Data and Determine Root Causes</li> <li>SWOT Analysis</li> <li>School CNA Self-Assessment Results</li> <li>Title I Parental Involvement Forum Documents including                             <ul style="list-style-type: none"> <li>Parent Compact</li> <li>Parent &amp; Family Engagement Policy/Plan and Budget</li> </ul> </li> </ul>
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# Victory in Our Schools

**Overriding Objective = CCRPI > 70**



## STRATEGIC PRIORITIES

**Priority 1:** Get students reading on grade level.

**Priority 2:** Be successful on the Georgia Milestones.

**Priority 3:** Increase the number of students in school every day.

**Priority 4:** Close the knowing-doing gap.

**Priority 5:** Work hard to support schools.

**Priority 6:** Establish a culture of accountability for everyone.

October 1-4, 2017

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# AdvancED® Engagement Review Report



## AdvancED® Performance Accreditation

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» **Results for:**  
Bibb County School District  
484 Mulberry Street  
Macon, Georgia 31201





# Performance Culture

“Victory in Progress”

# The Secured Connection



**Intentionality**  
“The Bibb Way”

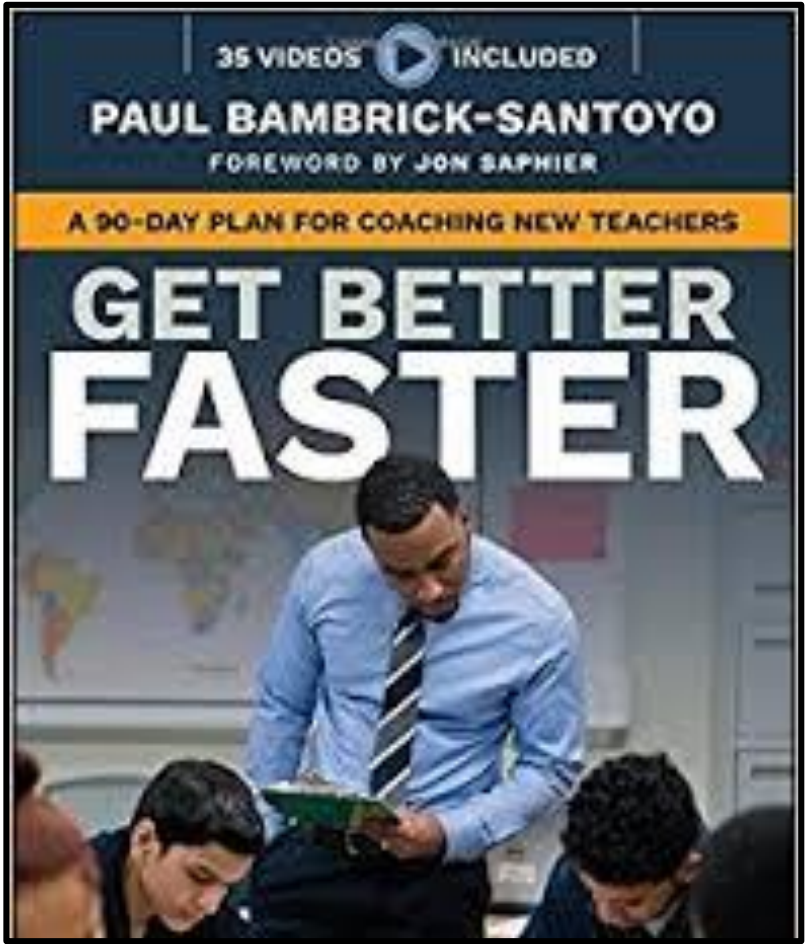
**Accountability**  
“Our Practices, Processes, & Protocols”

**Our Performance Culture!**

# Teaching & Learning



Dr. Tanzy Kilcrease





# Chief of Staff

## 21<sup>ST</sup> CENTURY CLASSROOMS



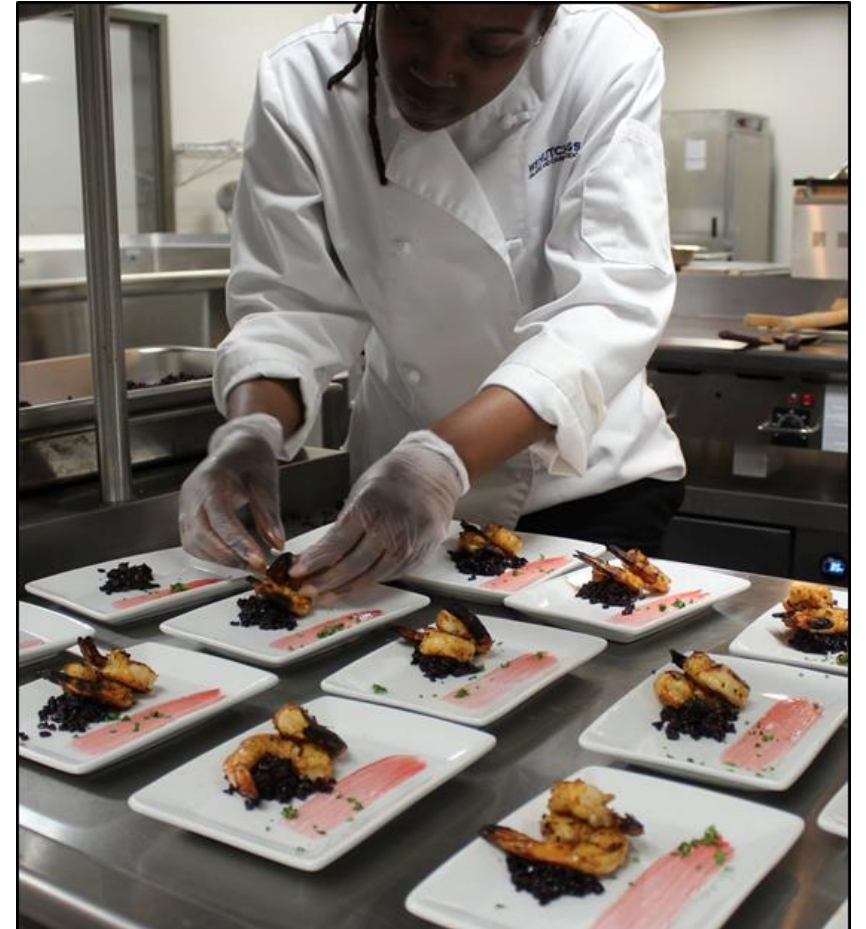
Mr. Keith Simmons



# District Effectiveness



Dr. Lori Rodgers

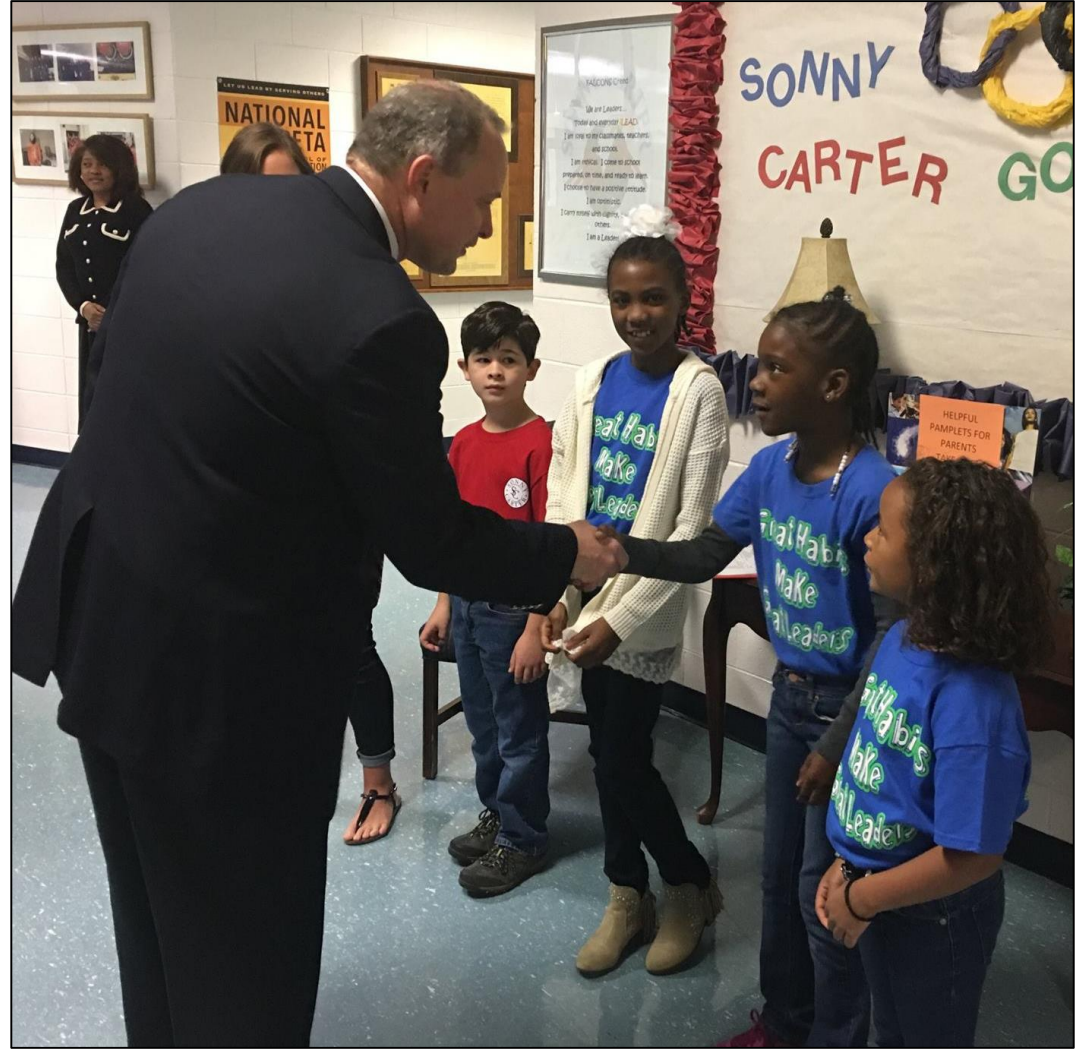




# Student Affairs



Mr. Jamie Cassady



# Human Resources

## Bibb County School District works on improving teacher retention rate

The district has an 87% retention rate and is looking to improve it through university partnerships and an alternative teacher preparation program

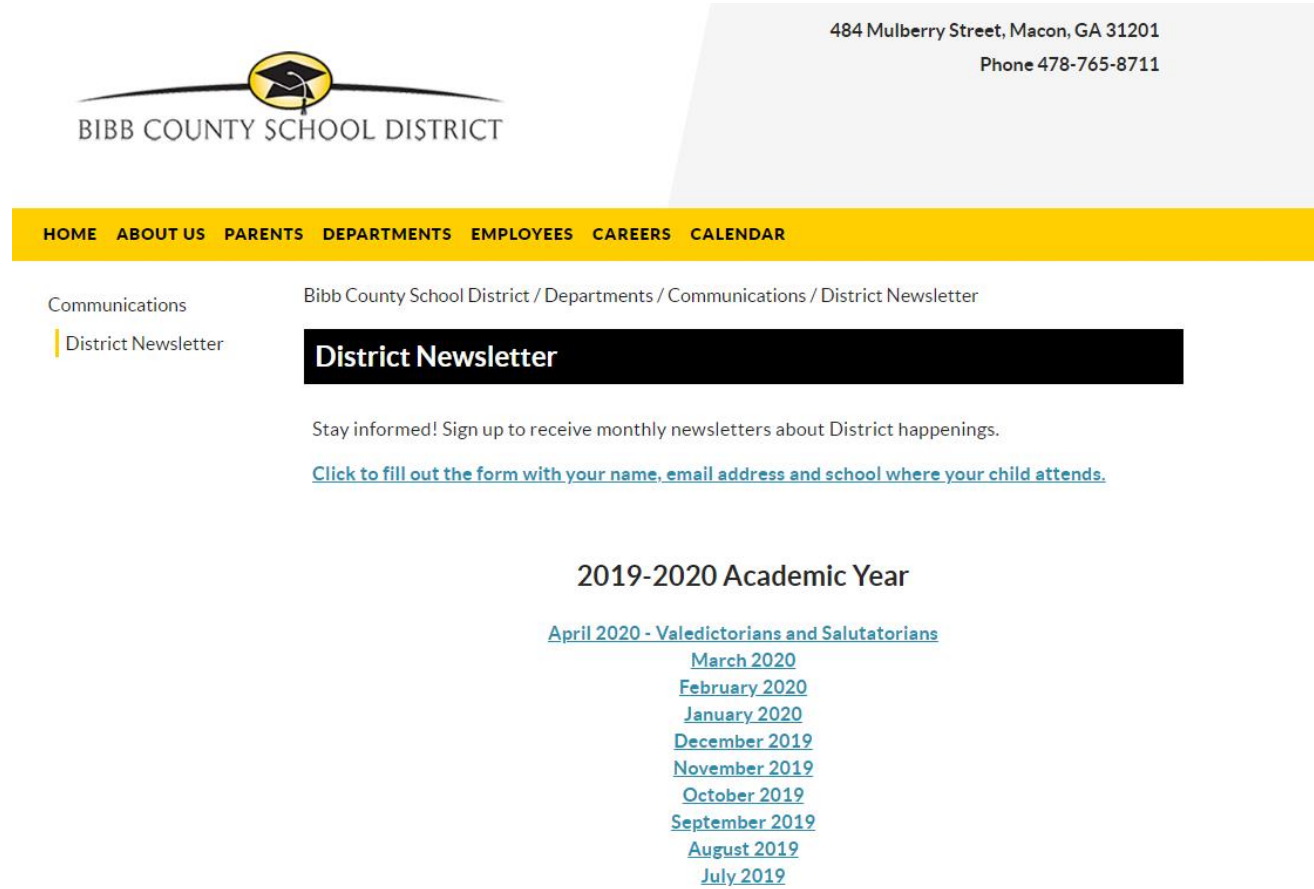


Dr. Mack Bullard





Ms. Stephanie Hartley



The screenshot shows the website for Bibb County School District. At the top, the district logo and name are displayed. To the right, the address "484 Mulberry Street, Macon, GA 31201" and phone number "Phone 478-765-8711" are listed. A yellow navigation bar contains links for HOME, ABOUT US, PARENTS, DEPARTMENTS, EMPLOYEES, CAREERS, and CALENDAR. Below this, the "Communications" section is active, with a sub-link for "District Newsletter". The main content area features a "District Newsletter" heading, a sign-up prompt: "Stay informed! Sign up to receive monthly newsletters about District happenings.", and a link: "Click to fill out the form with your name, email address and school where your child attends." Below this is a section for the "2019-2020 Academic Year" with a list of links for each month from July 2019 to April 2020, including "April 2020 - Valedictorians and Salutatorians".



The Team was highly impressed by the strong level of commitment found among all stakeholders for the continuous improvement process and specifically to the “Victory in Progress” motto. Staff at all levels demonstrated knowledge of the plan’s goals and priorities. VIP logos are conspicuous throughout the district. VIP lapel pins, which can be earned by district employees after completing one year of service, are coveted by both staff and stakeholders.

The motto also presents strong evidence of system leaders’ understanding that continuous improvement is a journey, not a single event. Progress towards all five of the VIP priority areas has been documented. Perhaps most important, system leaders and staff take great pride in the dramatic increase in the district’s four-year cohort graduation rate. Gains have also been achieved in state testing results on most grade level and content area assessments. Similar gains have been earned in some measures of operational and organizational effectiveness.



## Accreditation Recommendation and Index of Educational Quality™ (IEQ™)

The Engagement Review Team recommends to the AdvancED Accreditation Commission that the institution earns the distinction of accreditation for a five-year term. AdvancED will review the results of the Engagement Review to make a final determination, including the appropriate next steps for the institution in response to these findings.

AdvancED provides the Index of Education Quality™ (IEQ™) as a holistic measure of overall performance based on a comprehensive set of standards and review criteria. A formative tool for improvement, it identifies areas of success as well as areas in need of focus. The IEQ is comprised of the Standards Diagnostic ratings from the three Domains: 1) Leadership Capacity; 2) Learning Capacity; and 3) Resource Capacity and the results of eleot® classroom observations. The IEQ results are reported on a scale of 100 to 400 and provides information about how the institution is performing compared to expected criteria.

Institution IEQ	342.79
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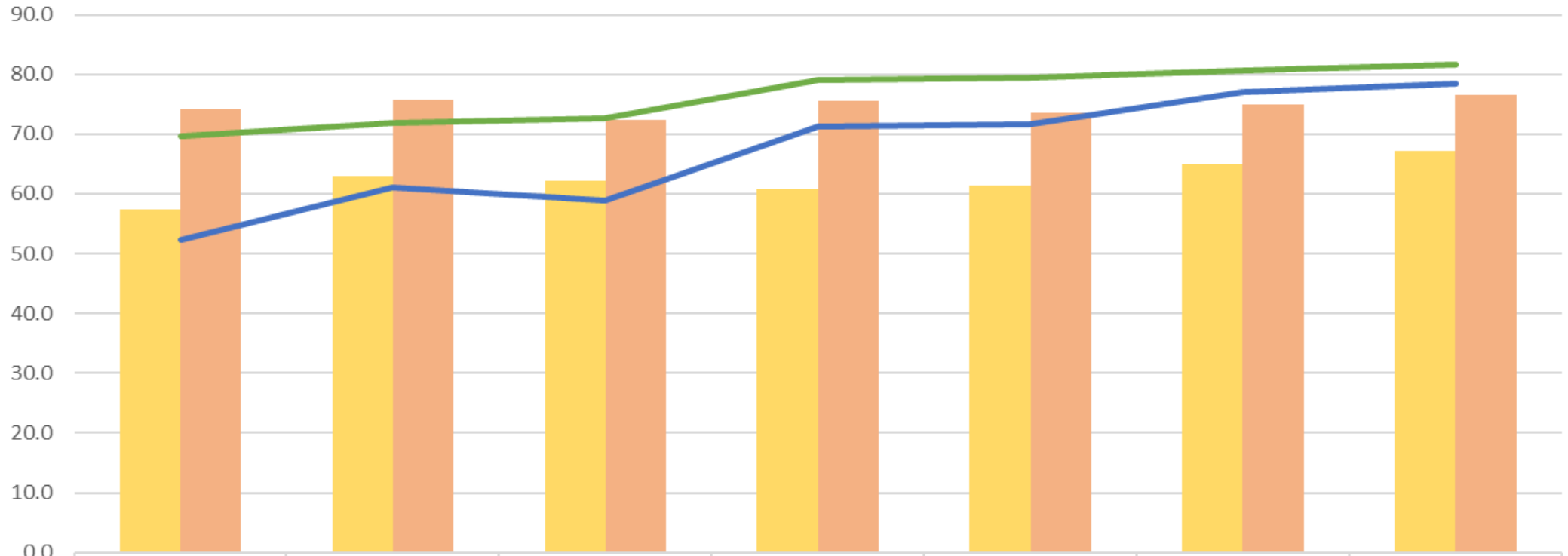





# PAY FOR PERFORMANCE

Reviewed each month with administrators

2017-18 BCSD Performance Pay Plan Measures for Determining Earned Percentages					
		Points Possible	In-Progress Data		Calculation/Data Guidance for Indicator
2017-18 Performance Pay Plan Percentage Possible/Earned =		2.00%	Actual/Target	Points earned as of August 25	As of August 25, the data reflects the PPP percentage for bonus at 83% which would result in a 1.66% bonus.
District Non-Negotiables					
Areas	Measurement				Calculation Resource
Teacher Keys Evaluation System	Percentage of TKES activities completed as scheduled. Benchmark 95%	10	96/95	10	Completion Reports from TKES/LKES platform
Leader Keys Evaluation System	Percentage of LKES activities completed as scheduled. Benchmark 95%	10	LKES deadline not until 9/1/17	10	Completion Reports from TKES/LKES platform
Formative Instructional Practices	Percentage of teachers implementing Formative Instructional Practice (FIP) strategies. Benchmark 85%	10	78/85	0	Observation Data from District Walkthroughs/FIP Rubric - % receiving a rating of Operational and Above
Response To Intervention	Percentage of schools implementing Response To Intervention (RTI) with fidelity. Benchmark 85%	10	No data yet - RTI data is collected quarterly	10	Process Checks on a Quarterly Basis - % receiving a rating of Developing and Above
Positive Behavior and Intervention Supports	Percentage of schools implementing Positive Behavior Interventions & Support (PBIS) with fidelity.	10	Discipline referrals are down 43.7%	10	For all months except October and May we will look at the decrease in total number of ISS and OSS days assigned and number of referrals. In October and February we will look at the FYI and May the BOQ.

# CCRPI vs Graduation Rate



	2012	2013	2014	2015	2016	2017	2018
 Bibb County CCRPI	57.3	62.9	62.2	60.8	61.4	64.9	67.2
 State Average CCRPI	74.1	75.8	72.3	75.5	73.6	75.0	76.6
 Bibb County Graduation Rate	52.3	61.1	58.9	71.2	71.6	77.1	78.5
 State Average Graduation Rate	69.7	71.8	72.6	79.0	79.4	80.6	81.6

 Bibb County CCRPI    
  State Average CCRPI    
  Bibb County Graduation Rate    
  State Average Graduation Rate



# POINTS OF PRIDE





# POINTS OF PRIDE



**Carter Elementary**, above,  
National ESEA Distinguished  
School to be honored in 2020

**Skyview Elementary**, left,  
National ESEA Distinguished  
School honored in Feb. 2019

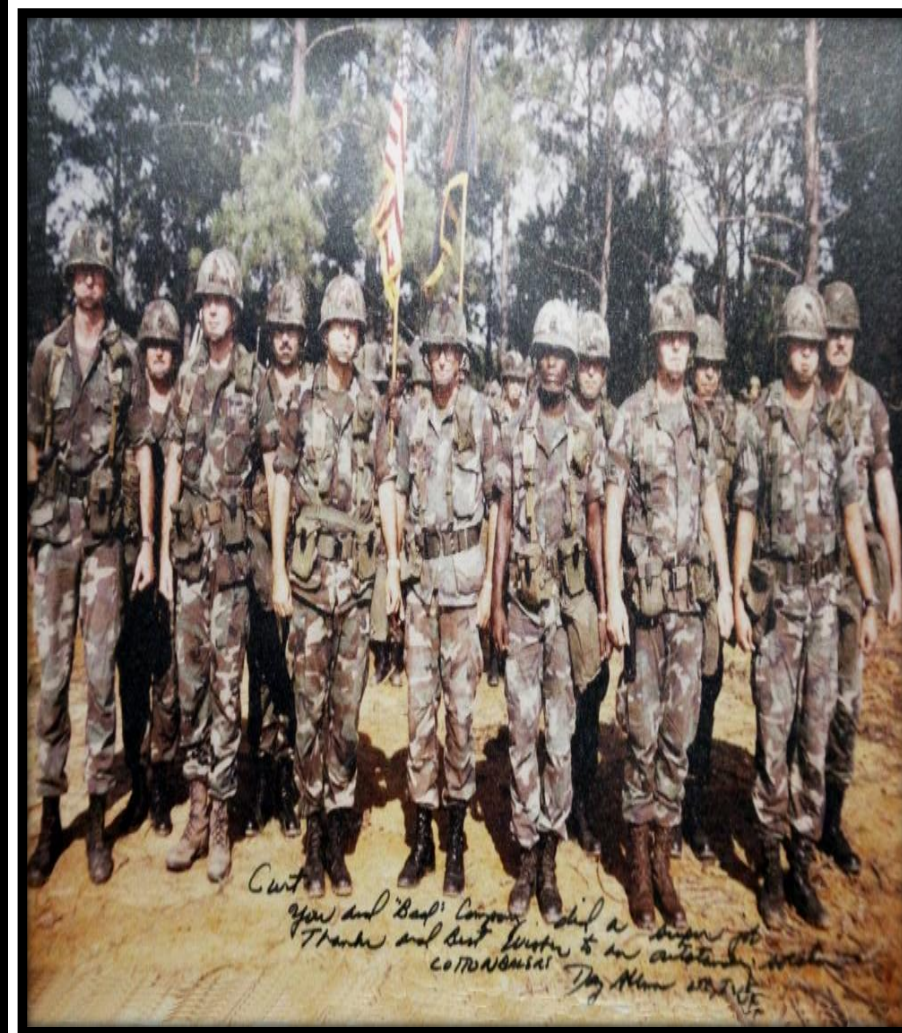
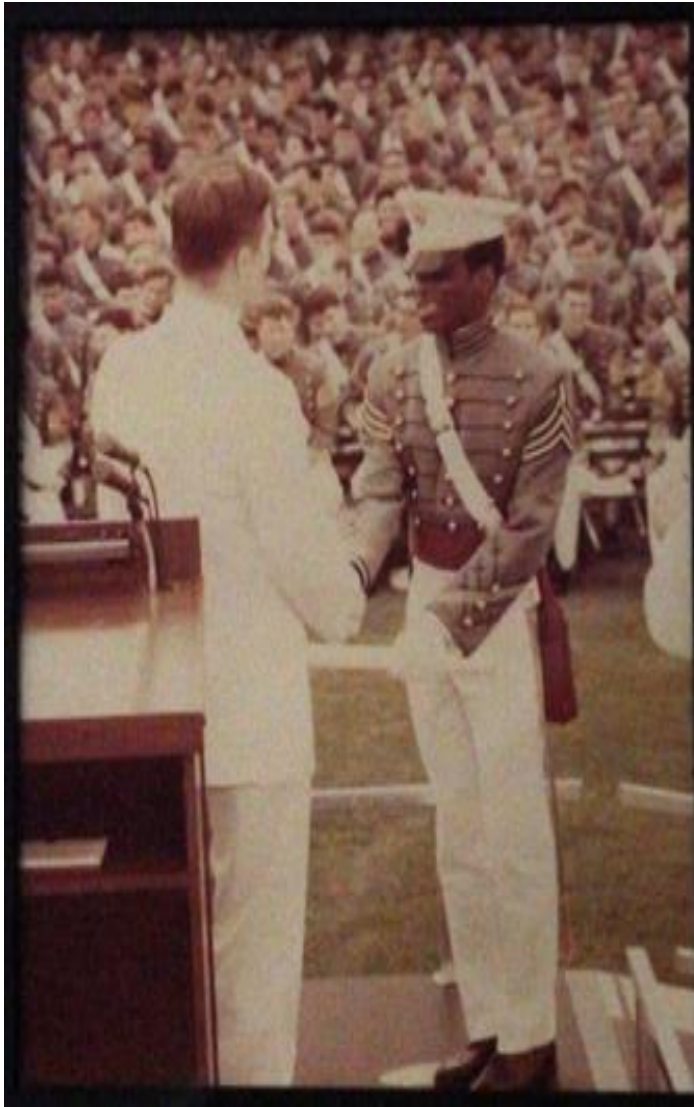


In Conclusion ...





# Lesson Learned #1: Trust Your Training!





# Lesson Learned #2: Trust Your Team!



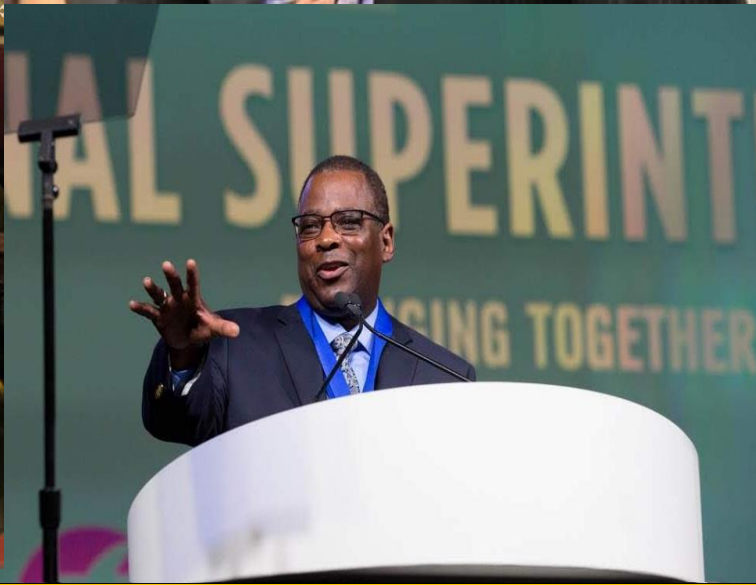
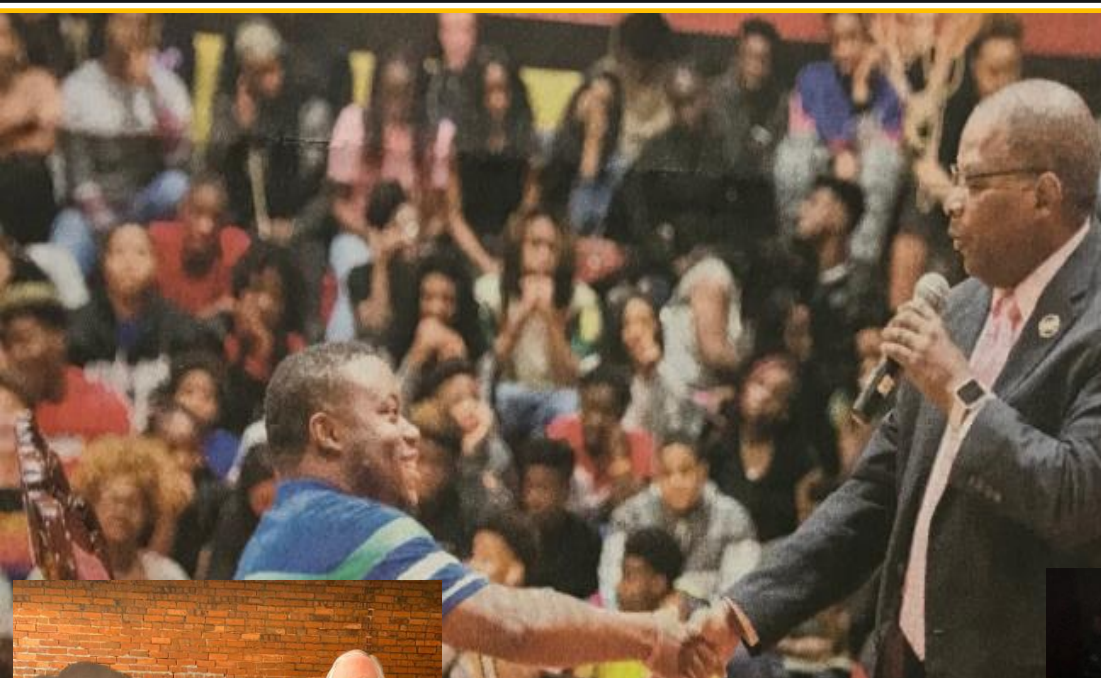


# Lesson Learned #3: Trust Your Community!



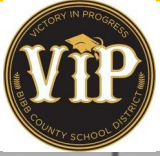
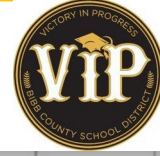
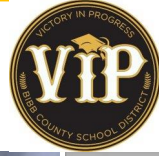
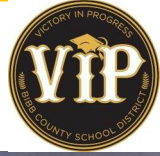
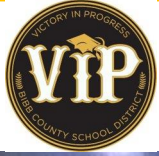


# Lesson Learned #4: Publicly Thank Everyone!





# Lesson Learned #5: It Is Not About You!



# Lesson Learned #6: They Have To See It!





# Lesson Learned #7: Create Experiences That Matter!



DEPARTMENT OF THE ARMY  
U.S. TOTAL ARMY PERSONNEL COMMAND  
ALEXANDRIA, VIRGINIA 22332-0400

ORDER NO: 33-033 3 Mar 89

11. The President of the United States has reposed special trust and confidence in the patriotism, valor, fidelity, and abilities of the following officers. In view of these qualities and their demonstrated potential for increased responsibility, they are, therefore, promoted in the United States Army to the grade of rank shown. Promotion is in the component in which the officer is serving. Promotion is not valid and will be revoked if the officer concerned is not in a promotable status on the effective date of promotion. The authority for this promotion is section 624 of Title 10 United States Code.

Name, SSN, Branch	Grade of rank promoted to	Effective date	Date of rank
HENRY, MICHAEL BURN	MAJ	1 Apr 89	1 Apr 89
HICKS, KENNETH MALO	MAJ	1 Apr 89	1 Apr 89
HILL, EARL THOMAS	MAJ	1 Apr 89	1 Apr 89
HILL, JERRY KIM	MAJ	1 Apr 89	1 Apr 89
HINTON, DONALD LEE	MAJ	1 Apr 89	1 Apr 89
HODGES, MICHAEL ALA	MAJ	1 Apr 89	1 Apr 89
HOLBERT, JOHN WILLI	MAJ	1 Apr 89	1 Apr 89
HOLLOWAY, JAMES LES	MAJ	1 Apr 89	1 Apr 89
HOLM, MATTHEW MANTO	MAJ	1 Apr 89	1 Apr 89
HOOGLAND, STEVEN JA	MAJ	1 Apr 89	1 Apr 89
HOWELL, MITCHELL AN	MAJ	1 Apr 89	1 Apr 89
HUSKINS, JAMES MICH	MAJ	1 Apr 89	1 Apr 89
HYSSELL, LARRY HARVE	MAJ	1 Apr 89	1 Apr 89
JANCEK, JEFFREY MIC	MAJ	1 Apr 89	1 Apr 89
JONES, CURTIS LEE J	MAJ	1 Apr 89	1 Apr 89
JOUSTRA, LAWRENCE J	MAJ	1 Apr 89	1 Apr 89
KAYAMAN, LESLIE FRA	MAJ	1 Apr 89	1 Apr 89
KEELING, JESSE CRAI	MAJ	1 Apr 89	1 Apr 89
KIGGINS, THOMAS FRA	MAJ	1 Apr 89	1 Apr 89
KINARD, JEFFREY LOU	MAJ	1 Apr 89	1 Apr 89
KINDEL, THOMAS JAME	MAJ	1 Apr 89	1 Apr 89
KRAHN, GARY WILLIAM	MAJ	1 Apr 89	1 Apr 89

Date of Senate Confirmation: 17 Dec 87  
Format: 300

BY ORDER OF THE SECRETARY OF THE ARMY:

*Richard W. Dixon*  
RICHARD W. DIXON  
Lieutenant Colonel, GS  
Chief, Promotions Branch

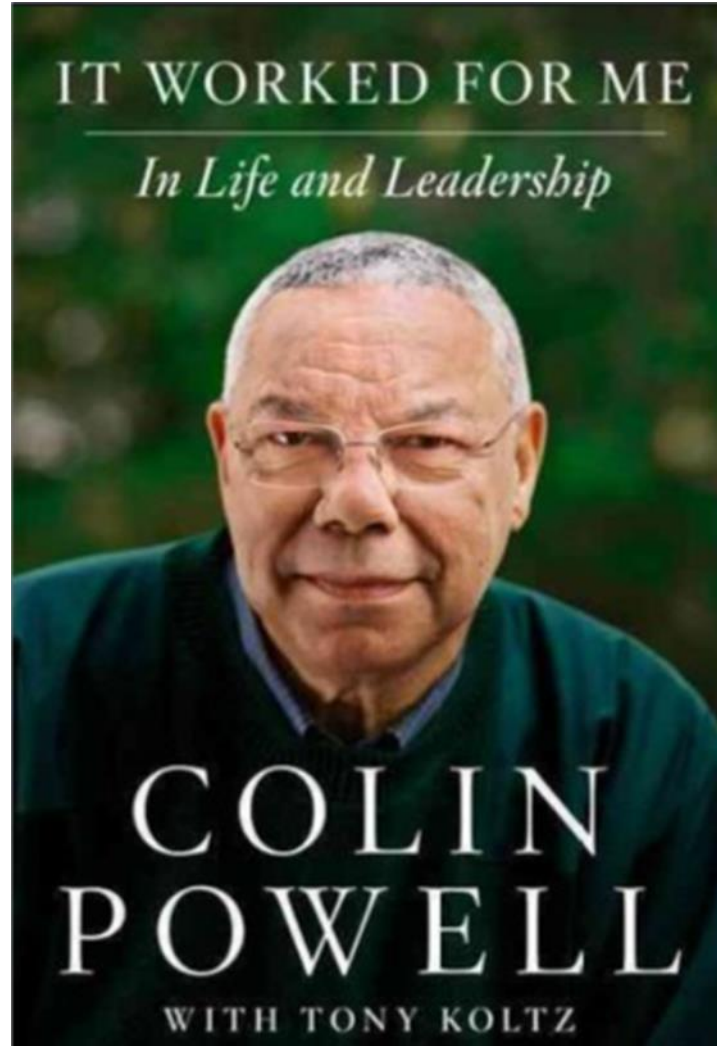
DISTRIBUTION:  
Each PSC (2)  
Each Major Command (2)

*ISAREUR 7/A*  
*CSOPS*





# Lesson Learned #8: Never Grow Up!



# Lessons Learned!

- Lesson Learned #1: Trust Your Training!
- Lesson Learned #2: Trust Your Team!
- Lesson Learned #3: Trust Your Community!
- Lesson Learned #4: Publicly Thank Everyone!
- Lesson Learned #5: It Is Not About You!
- Lesson Learned #6: They Have To See It!
- Lesson Learned #7: Create Experiences That Matter!
- Lesson Learned #8: Never Grow UP!

# VICTORY IN PROGRESS!



