

Recommendations

1. Create and staff a position responsible for maintaining the integrity and embodiment of the mission

Responsibilities envisioned for this new role:

- Provide orientation for trustees, staff, and parents on the mission and the four pillars.
- Provide in-depth training on the 4 pillars for all new BFCCPS employees.
- Provide ongoing mentoring support for all 4 pillars.
- Be a spokesperson for the mission at informational meetings for prospective families, at Curriculum Nights, and at other events where appropriate.
- Oversee the 4 Pillar Councils that will provide a mechanism for active involvement of staff and parents in mission fulfillment.
- In conjunction with the members of the Classical Education Council (one of the 4 Pillar Councils), continuously align the curriculum with the mission and state frameworks.
- Make recommendations to the HOS and HR resource on professional development needs to enhance teachers' expertise in implementing the mission.
- Regularly assess the strength of the mission in all aspects of school life and report to the HOS and Board of Trustees, as requested.
- Establish and nurture traditions of mission within the school community.
- Promote a common language with consistent definitions to foster understanding and communication of the mission within the BFCCPS community.
- Promote consistent replication of the mission outside of the school as required by the charter.
- Work with the HOS and HR resource to incorporate support of the mission into all performance evaluation tools.
- Work with the HOS, business staff, and the Board of Trustees to make all hiring practices, admissions policies, and Board nomination processes consistent and supportive of the mission.

2. Streamline the Management Structure

Actions listed in the report:

- Have the faculty report directly to the HOS.

Additional actions that support this recommendation:

- Actively engage and involve teachers in the decision making process.
- Provide local autonomy and accountability for classroom budget.

3. Create Opportunities for Collaboration and Shared Decision Making

Actions listed in the report:

- Create a Leadership Council, where faculty and staff participate in determining the precise composition of the Council.
- Create 4 Pillar Councils, one for each pillar of our mission.

Additional actions that support this recommendation:

- Create rotating lead teacher roles which will allow for support, mentoring, communication and advocacy of all teaching staff.
- Emphasize professional development and create equal access to growth opportunities.
- Provide consistent and meaningful mentoring to all teaching staff.
- Provide multiple avenues for teachers to develop their collaborative and leadership skills.

4. Professionalize the Human Resource (HR) role for the school

Responsibilities envisioned for this role:

- Insure compliance with all state and federal labor laws.
- Coordinate professional development activities.
- Provide support for all mentoring activities as needed.
- Insure the established evaluation process is implemented consistently.
- Coordinate all recruiting and hiring activities.
- Provide assistance to faculty and staff to resolve personnel issues as they arise.
- Work with the HOS and Mission Director to incorporate support of the mission into all performance evaluation tools.
- Work with the HOS and the Mission Director to make all hiring practices and enrollment policies consistent and supportive of the mission.

5. Foster a communication-rich environment at BFCCPS

Actions listed in the report:

- Establish Quarterly Board-Parent Forums to listen to parent concerns.
- Establish an organizational practice for faculty to request the attendance of a Board representative at their faculty meetings.
- Establish the technology mechanisms to entitle and facilitate parent use of BFCCPS communication structures (such as online communication tools and email lists) to allow parents to communicate with the parent community.
- Develop a comprehensive communication plan that includes internal communication reporting requirements codified into the school's policies that addresses dissemination of information from the school to the BFCCPS community.

Additional actions that support this recommendations:

- Establish periodic feedback loops to measure the effectiveness of internal communication, eg. Ask the question "what specifically could we have communicated with you better this month?" on the school website.
- Require all candidates for Board nomination to publicly state their positions on the mission and all school issues.
- Identify one member of administrative team to be primary spokesperson/liaison but empower/educate all to be effective advocates for the school.

6. Create and staff a position responsible for managing the business affairs of the school.

Responsibilities envisioned for this role:

- Manage/oversee the accounting function.
- Manage/oversee budget monitoring.
- Manage/oversee the transportation function.
- Manage/oversee HR support.
- Manage/oversee facilities support.
- Manage/oversee state (DOE and more) and federal reporting and compliance.
- Manage/oversee technology support.
- Manage/oversee safety planning.
- Manage/oversee the enrollment process.
- Manage/oversee food services.
- Manage/oversee medical services.
- Manage/oversee school event planning.
- Examine the benefits vs. cost of outsourcing all eligible operational functions.

7. Modify the method by which new members are elected to the Board of Trustees.

Actions listed in the report:

- Open up the Board election process to allow for some number of openings to be filled by community vote; 1/3 of the openings has been suggested.
- Require all candidates for Board nomination to state publicly their positions on the mission and all school issues.

Additional actions that support this recommendation:

- Consider allowing more than one faculty member to be elected as a voting representative to the Board, if the faculty desires this opportunity.
- As an alternative to the election of new Board members directly by the community, consider a model that employs a revamped Nominating Committee model that is composed of a proportionally higher number of parents than Board members.
- Sponsor multiple events that permit candidates to share their thoughts and objectives, such as an open interview, a collection of answers to specific questions that are then released to the community, and/or a candidate speech / open microphone night.