



## Missouri Visioning Project Sub-Committee Report Human and Organizational Capital Sub-Committee

### Sub-Committee Co-Chairs:

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### INTRODUCTION

While attempting to define the area of human and organizational capital, the committee considered a number of people and factors that impact student learning. Teaching was immediately identified as the key. Additionally, effective leadership at the building and district level from the principal to the superintendent, the school board, and parents is necessary to see continuous improvement in student achievement as well as the recruitment and retention of effective teachers in every classroom. The committee reviewed the literature and discussed issues that directly affected teaching such as expanding the teaching pool, preparation, identification and retention of effective teachers, effective professional development, job satisfaction, and exiting ineffective teachers. Boards and administrators were included because of their role in professional development, evaluation and job satisfaction. Parents were included due to their direct impact on the success of both teaching and learning. The committee also considered student health programs, counseling programs and other student support programs because these programs directly impact a student's ability to learn. However these items were not included, but recommended for other committees. The committee eventually determined that the focus should be on those people and systems that most directly impact the quality of teaching and therefore the quality of public education. As a result, human and organizational capital includes teachers, administrators, boards of education, parents and teacher and administrator preparation and professional development programs. It is the committee's belief that no attempt to elevate public education will succeed without attention to these people and programs. Appropriate motivation, commitment, training and development of members of local boards of education must be a priority. Dr. Carter Ward, Executive Director of the Missouri School Boards' Association recently stated, "Now more than ever, we need people to run for the school board who have no other agenda except to provide the finest possible education to our students. We need school board candidates who are focused on doing what's right for students. We need candidates who understand that the future of our communities, our state and our nation depend on quality public schools."

### GUIDING PRINCIPLES

Narrowing the number of guiding principles dominated the committee's discussion. The committee believed that carefully crafted guiding principles would serve as the foundation for all other committee work. The four guiding principles are listed below.

1. **Effective teaching enhances student learning:** Identification, selection and retention of effective teachers is the most important factor in student learning that is almost entirely controlled by a public school district.

2. **Effective administration and supervision of instruction enhances student learning:** Teacher development is directly impacted by the quality of the administrators who supervise those teachers.
3. **Educator training and ongoing professional development are essential to improving student learning:** The quality of the candidates entering teacher preparation programs, those completing those programs and continuing education during a teacher’s career impacts the quality of education that students receive.
4. **Strong instructional support is necessary for successful student learning:** This guiding principle is based on the idea that teachers need financial, professional and administrator support to be effective.

## **KEY ISSUES**

The committee classified key issues by their relation to particular guiding principles as the key issues are requirements to that particular principal. However, key issues may impact more than one guiding principle so the same or a similar key issue appears in more than one guiding principle. Listing the key issues as a separate section not tied to the guiding principles would assist with streamlining this section.

### ***Key Issues GP1***

1. Identification, recruitment, and retention of effective teachers in the classroom results in effective education outcomes for all students.
2. Effective instructional practices improve student-learning outcomes.
3. Retention of effective superintendents, principals, teachers, and support staff positively affects continuity of implementation of best practices and student achievement.

### ***Key Issues GP2***

1. Effective administrative leadership supports effective teachers in the classroom.
2. Rigorous and high quality education programs are necessary to recruit, prepare, and retain strong and effective district and building level administrators.

### ***Key Issues GP3***

1. Identification, selection, and preparation of teacher candidates and ongoing support of teachers affects the quality of the teaching profession.
2. Collaboration among Colleges of Education and local education agencies is necessary to prepare, develop, and provide ongoing professional development for 21<sup>st</sup> century PK-12 educators.

### ***Key Issues GP4***

1. The local school board is focused on the educational achievement of all students and having effective teachers, administrators, and support staff to raise educational achievement of all students.
2. Employment and retention of qualified support staff is essential to student growth and development.
3. Parental engagement in the instructional process is an essential part of student learning.
4. Positive parent expectations and engagement in the learning process will enhance students’ learning opportunities and outcomes.
5. Stakeholders (i.e. staff, parents) must embrace research-based best practices to improve student learning
6. Public financial support is currently not adequate to meet the needs to recruit, prepare, and retain high quality, effective teachers, and district and building level administrators; and to provide the necessary educational system students today and in the future will need to compete in the 21<sup>st</sup> century.

### ***District and Building Leadership***

Districts must continually be searching for candidates with educational leadership qualities. Educational leaders can be developed within the system, as well as from the selection of external candidates. However, an approach that allows internal candidates the opportunities to complete terms of internship under the tutelage of a strong district leader may be beneficial. The internal candidate also has the opportunity to test the waters of leadership when shadowing a mentor and/or sharing duties under close supervision and to understand more about their aspirations. Teacher leader programs within districts may also provide strong candidates for leadership.

### ***Local School Board Development***

The “entry level” new board member can quickly get lost in the day-to-day management field of landmines. This obstacle must be overcome to help the new board member transition into an appropriate governance role. From the Iowa Association of School Boards Lighthouse Study and the National School Boards Association’s “Key Work of School Boards,” the recommendations for school boards to undertake to provide strong district leadership are:

- Find, mentor, and nurture school volunteers who demonstrate leadership qualities
- Find, mentor, and nurture community members who demonstrate leadership qualities
- Find, mentor, and nurture school administrators who demonstrate leadership qualities
- Clearly demonstrate the school district’s values in each board decision:
  - Student achievement
  - Advocacy
  - Communication within the district and with the community

## **RECOMMENDATIONS**

### **Teachers**

1. Ongoing and imbedded professional development in effective practices is necessary for continuous improvement of student achievement.
2. Effective teacher evaluation is essential for improving student achievement and provides teachers with necessary feedback to guide the development, implementation, and outcomes of their professional development.

### **District & Building Level Administrators/Leadership**

1. Leadership succession programs are necessary to identify, prepare and support new principals and superintendents.
2. Personnel decisions should be determined based upon performance based teacher/leader evaluations and student achievement/learning outcomes.
3. Effective evaluations and professional development aid in the retention and growth of qualified non-certified support staff.

### **School Board Members**

1. Ongoing board of education professional development programs are necessary to promote effective educational practices and governance.
2. Additional training in the effective use of data-driven decision-making is necessary for the improvement of student learning outcomes.
3. Develop district policy, plans, and procedures to foster the development and retention of leadership talent.

4. Competitive pay and benefits are necessary for the recruitment and retention of qualified and effective teachers, administrators and support staff.

**Collaboration and Coordination with Institutions of Higher Education (IHEs)**

1. Enhance collaboration and coordination between public schools and universities in developing and implementing rigorous, high quality teacher induction programs.
2. High quality induction and support programs are necessary to develop quality principals and superintendents.
3. Expand the pool of teacher candidates through the development of higher expectations and qualifications for entrance into colleges of education.

## VISIONING PROJECT MEMBERSHIP

### Steering Committee

Dr. Tom Cummings	North Kansas City	Project Coordinator
Dr. Carter D. Ward	MSBA	Executive Director
Mr. Roger Kurtz	MASA	Executive Director/Facilitator
Phyllis Barks	MSBA	Facilitator
Randal Charles	St Charles R-VI	Co-Chair/Sup
Kenneth Cook	Malden R-I	Co-Chair/Sup
Joel Denney	MSBA	Facilitator
Gabe Edgar	Marceline R-V	Co-Chair/Sup
Jim Finley	Blue Springs R-IV	Co-Chair/Administrator
Mike Fulton	Pattonville	Co-Chair/Sup
Jeanie Gordon	MSBA	Facilitator
Kelli Hopkins	MSBA	Facilitator
Phil Hutchinson	Grain Valley R-V	Co-Chair/BrdMbr
Stephen Kleinsmith	Nixa R-II	Co-Chair/Sup
Gerry Lee	Springfield	Co-Chair/BrdMbr
Vic Lenz	Lindbergh	Co-Chair/BrdMbr
Marilyn McCroskey	Marionville R-IX	Co-Chair/BrdMbr
Michael Murphy	St. Clair R-XIII	Co-Chair/Sup
Mike Parnell	MSBA	Facilitator
Lonnie Schneider	MASA	Facilitator
Keith Strassner	Rolla 31	Co-Chair/BrdMbr
Peggy Taylor	Nixa	Co-Chair/BrdMbr
Dave Wright	Blue Springs R-IV	Co-Chair/BrdMbr

### Climate, Culture and Organizational Efficacy

Jim Finley	Blue Springs R-IV	Co-Chair/Administrator
Keith Strassner	Rolla 31	Co-Chair/BrdMbr
Lonnie Schneider	MASA	Facilitator
Michele Clark	DESE	Liaison

Melanie Adams	St. Louis City	Board Member
Brent Blevins	Forsyth R-III	Superintendent
Luis Cordoba	Kansas City 33	Administrator
Mary Groeper	Wright City R-II	Board Member
Eileen Houston-Stewart	Kansas City 33	Administrator
Mary Ann Johnson	Retired	Retired Superintendent
Tara Lewis	Renick R-V	Superintendent
Troy Porter	Dixon R-I	Board Member
Matt Robinson	Cameron R-I	Superintendent
Stan Stratton	Dunklin R-V	Superintendent
John Westerman	Newburg R-II	Superintendent
Larry Wood	Senath-Hornersville C-8	Superintendent

### **Early Learning and Student Success**

Michael Murphy	St. Clair R-XIII	Co-Chair/Sup
Peggy Taylor	Nixa	Co-Chair/BrdMbr
Phyllis Barks	MSBA	Facilitator
Kathy Thornburg	DESE	Liaison
Bev Borgeson	Mexico 59	Board Member
Judy Duden	Kirksville R-III	Board Member
Cheryl Compton	Ritenour	Superintendent
Julie Germann	Monett R-I	Administrator
Toni Hill	Portageville	Superintendent
Nancy Masterson	Camdenton R-III	Board Member
Tim McCraw	Windsor C-1	Board Member
John James	Mid-Buchanan R-V	Superintendent
Michael Ringen	Holden R-III	Superintendent
Melisa Smitson	Kansas City 33	Head Start Director
Debbie Stenner	Platte Co R-III	Administrator
Marilyn Stewart	St. Louis Special	Board Member
Lisa Vanderburg	Moberly	Board Member
Robert Wilcox	Kansas City 33	Administrator
Tina Woolsey	Mexico	Superintendent

### **Financial Resources**

Randal Charles	St Charles R-VI	Co-Chair/Sup
Phil Hutchinson	Grain Valley R-V	Co-Chair/BrdMbr
Mike Parnell	MSBA	Facilitator
Ron Lankford	DESE	Liaison
Eric Churchwell	Palmyra R-I	Superintendent
Freddie Doherty	Oak Grove R-VI	Superintendent
Keith Dorsch	Wellington-Napoleon R-IX	Board Member
Darin Ford	Centralia R-VI	Superintendent
Bruce Johnson	Stanberry R-II	Superintendent
Kyle Kruse	New Haven	Superintendent
Rebecca Lee-Gwin	Kansas City 33	Administrator
Clay Loveland	Sparta R-III	Board Member
Kent Medlin	Willard R-II	Superintendent
Rocky Miller	School of the Osage	Board Member
Francis Moran	Past Superintendent	Past Superintendent
Roy Moss	Grain Valley R-V	Superintendent
Randy Spurlock	Ava R-I	Board Member
Diane Watson	St. Joseph	Board Member
James Welker	Cape Girardeau	Superintendent

### **Governance, Leadership, and Accountability**

Stephen Kleinsmith	Nixa R-II	Co-Chair/Sup
Dave Wright	Blue Springs R-IV	Co-Chair/BrdMbr

Jeanie Gordon	MSBA	Facilitator
Mark VanZandt	DESE	Liaison
John Cary	St. Louis Co. Special	Superintendent
Mona Coleman	Bolivar R-I	Board Member
J. William Covington	Kansas City 33	Superintendent
Fred Czerwonka	West Plains R-VII	Superintendent
Larry Felton	Mehlville R-IX	Board Member
Christopher Gaines	Wright City R-II	Superintendent
Randy George	Meramec Valley R-III	Superintendent
George Koontz	Scotland Co. R-I	Board Member
Brad MacLaughlin	Lexington R-V	Superintendent
Charles Moore	Fayette R-III	Past Board Member
Paul Nenninger	Cape Girardeau 63	Board Member
Bryan Prewitt	Albany R-III	Superintendent
Chace Ramey	Kansas City 33	Administrator
Mike Rosenbohm	Nodaway-Holt R-VII	Board Member
Steve Shelton	Raytown C-2	Administrator
Chris Small	Orrick R-XI	Superintendent
Jennings Wilkinson	Woodland R-IV	Superintendent

#### **Human and Organizational Capital**

Gabe Edgar	Marceline R-V	Co-Chair/Sup
Vic Lenz	Lindbergh	Co-Chair/BrdMbr
Kelli Hopkins	MSBA	Facilitator
Karla Eslinger	DESE	Liaison
Aron Bennett	Osceola	Superintendent
Kelly Burlison	Fredericktown R-I	Superintendent
Maureen Clancy-May	Bayless	Superintendent
Brent Depee'	School of the Osage	Superintendent
TomHauser	Marceline R-V	Board Member
Nathan Holder	Steelville R-III	Superintendent
Sharon Horbyk	Houston R-I	Board Member
Ken Lerbs	Gasconade Co. R-I	Board Member
Anthony Moore	Kansas City 33	Assistant Superintendent
Bill Redinger	Lone Jack C-6	Superintendent
Brian Robinson	Winston R-VI	Superintendent
Jim Westbury	St. Louis Special	Board Member

### Physical Resources

Kenneth Cook	Malden R-I	Co-Chair/Sup
Gerry Lee	Springfield	Co-Chair/BrdMbr
Roger Kurtz	MASA	Facilitator
Leigh Ann Grant-Engle	DESE	Liaison

Steve Banton	Rockwood R-VI	Board Member
Phillip Cook	Carl Junction R-I	Superintendent
David Dude	Kansas City 33	Administrator
Rob Gardner	Platte Co R-III	Administrator
Kathy Green	Marshall	Board Member
Jim Hill	Knob Noster R-VIII	Board Member
David Knes	Valley Park	Superintendent
David Lawrence	Excelsior Springs 40	Administrator
Steve Morgan	Bolivar R-I	Superintendent
Mark Penny	Troy R-III	Superintendent
Joe Ridgeway	Richland R-IV	Superintendent
Michael Rounds	Kansas City 33	Administrator
Alison Schneider	School of the Osage	Board Member
Robert Smith	Maysville R-I	Superintendent

### Teaching, Learning, and Assessment

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Marilyn McCroskey	Marionville R-IX	Co-Chair/BrdMbr
Joel Denney	MSBA	Facilitator
Sharon Hoge	DESE	Liaison

Sandra Alden	Gallatin R-V	Past Board Member
Robert Bartman	Center	Superintendent
Kris Callen	Springfield	Board Member
Jim Clark	Ferguson-Florissant R-II	Past Board Member
Judith DeLany	Carrollton R-VII	Superintendent
Mary Esselman	Kansas City 33	Administrator
Chuck Fugate	Ozark R-VI	Board Member
Linda Gray Smith	Past Superintendent	Past Superintendent
Kathy Grover	Clever R-V	Administrator
Shelley Jokerst	Ste. Genevieve R-II	Administrator
Robin Krause	Knob Noster R-VIII	Board Member
Charlotte Miller	Southern Boone Co R-I	Superintendent
Mike Pratte	Gasconade Co. R-I	Board Member
Mi'Andrea Prince	Kansas City	Administrator
Norm Ridder	Springfield	Superintendent
Brad Sprague	Clark Co. R-I	Board Member
Johnny Thompson	Crawford Co R-II	Superintendent