

Q & A - NHS will return to single principal structure

Q What is the new leadership model?

A One principal, three assistant principals and one athletic director. This is a typical leadership structure of an Oregon high school of this size.

Q What will happen to the current small school principals?

A All small school principals are eligible to apply for the principal position. There will be roles for the small school principals within the Newberg School District.

Q Will this be a national search?

A Yes

Q What are the expectations of a single principal of Newberg High School?

A The NHS leader will:

- Establish a clear vision and mission for the high school that aligns with the district vision and mission.*
- Establish credibility through collaborative planning.*
- Recommend changes needed in staffing.*
- Examine the high school schedule to determine if it is meeting current staffing needs and efficiencies.*

Q What will three assistant principals do?

A Two of the assistant principals will each be responsible for managing two small schools. The third assistant principal will be responsible for teaching and learning.

Q What is the hiring timeline?

A The principal position will be advertised in January with selection in late March. The newly selected principal will participate in the placement of the assistant principals.

Q How will the principal be selected?

A Staff, parents and students will be involved in the process. The superintendent will make the final selection.

Q Does this mean that small schools are here to stay at NHS?

A It means at this point there is no reason to change the small school structure, especially if it continues to prove beneficial to students. The NHS principal will be expected to be making future decisions relative to student success at the high school.

Q How have small schools made a positive difference for students since they opened in 2007?

A *Student cited their satisfaction with their small schools in student leader listening sessions and in the 2013 NHS student climate survey.*

- *61% of 9-12 students graded their small school A or B in the 2013 Climate Survey, compared to 49% in 2006*
- *The drop out rate has decreased from 4.8% in 2006 to 2.4% in 2012*
- *Student involvement in school activities, athletics and leadership has increased since 2006*

"I am involved in . . ."	2013	2006
School activities	53%	48%
School athletics	51%	46%
Student leadership	19%	13%
Activities/athletics outside of school	53%	61%

- *Discipline and behavior at Newberg High School has improved since small schools were implemented.*

"Overall, student discipline & behavior is not a problem at Newberg High School"	2013	2006
Agree	34%	26%
Disagree	40%	50%
Not sure	26%	24%

- *Students are experiencing greater personalization from teachers, principals and school staff. (2013 Climate Survey)*

"My teachers are concerned about me."	2013	2006
Agree	66%	45%
Disagree	14%	17%
Not sure	20%	37%

Q In what ways does the current leadership structure not support effective leadership, teaching and learning?

A *There are a number of factors that contribute to challenges to success at NHS including:*

- *Lack of a clear vision. Instead there are four visions of good instruction at Newberg High School that lead to confusion among staff.*
- *There is not a “go to” person at the high school that is responsible for school-wide organizational decisions, communication and operations, creating confusion, redundancy and inefficiency.*
- *The chain of command in times of crisis is complicated by group decision-making when seconds count.*
- *Multiple decision-makers produce staff unhappy with an answer from one leader lobbying another leader for a different answer.*
- *There are inconsistent expectations around advisory and senior project on the part of students and staff.*
- *Clerical/administrative resources not aligned to meet needs across campus.*

Q What has led the superintendent to this conclusion?

A ● *Strategic planning and long-term planning with the Newberg School Board*

● *Extensive research including:*

- *Newberg School District Budget 2006 – 2014*
- *School Staffing Comparison – Oregon and Colorado*
- *Small Schools in Oregon: interviews, Internet research, ODE Data*
- *Smaller Learning Communities Evaluation Reports: 2007-2011*
- *Staff Climate and Culture Surveys*
- *Student Climate Surveys*

● *Listening to parents, staff, students and community members in 25 listening sessions during the 2012-13 school year.*