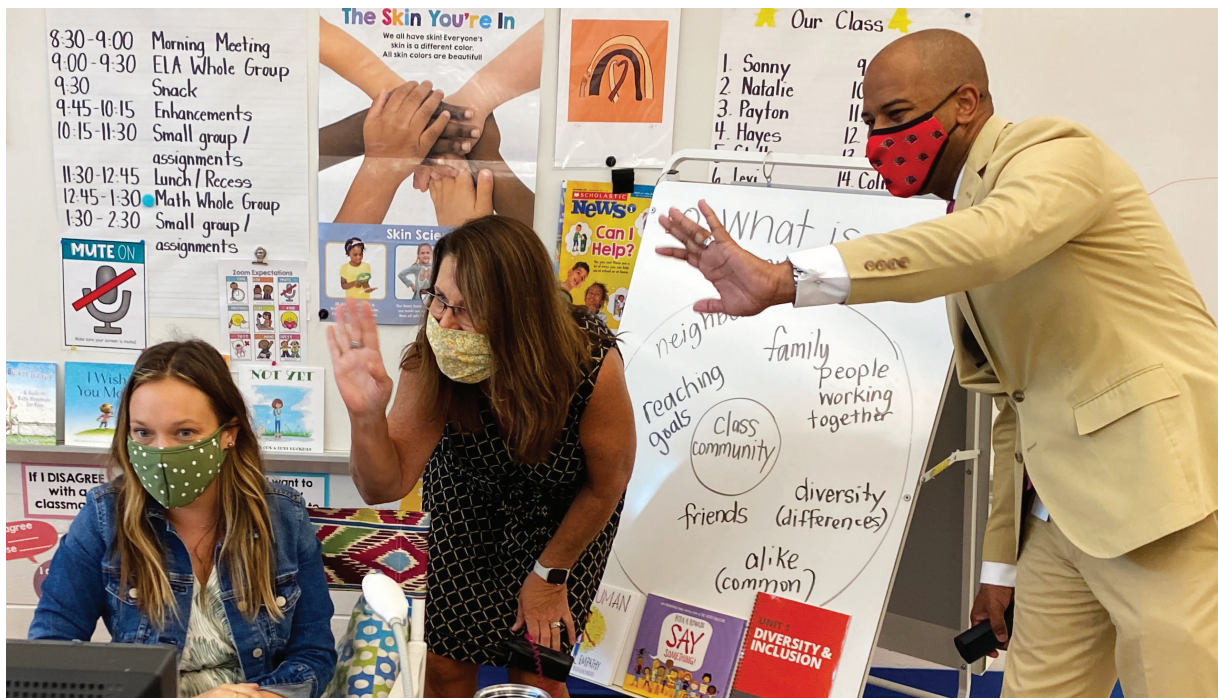




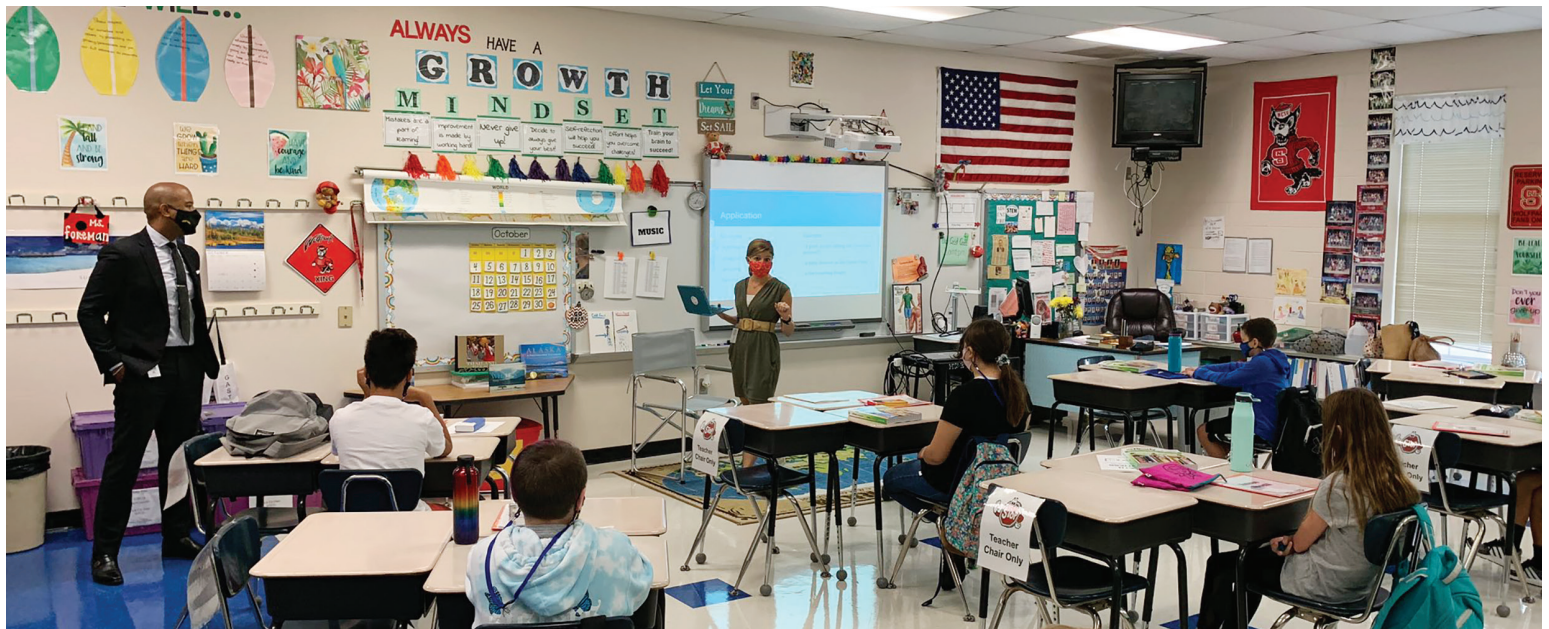
# FIRST 90 DAYS

OF SUPERINTENDENT  
DR. CHARLES FOUST



**UNDER THE LEADERSHIP OF DR. FOUST**, New Hanover County Schools has renewed its commitment to leading the way in providing every student with a superior education in a safe and rigorous learning environment. He has listened to community stakeholders, broadened the district's network of community partnerships, and supported students, families, and staff during the pandemic. His work will create the foundation for his vision and district priorities:

- 90% of students reading on grade level by third grade
- A graduation rate of 99% in three to five years
- A 10% increase in academic achievement in all student subgroups within three to five years



## THE SUPERINTENDENT

- Visited in-person and virtual classrooms in over 20 schools.
- Celebrated the work of bus drivers and child nutrition workers during the pandemic at the *One Million Meals Served* Celebration at Pine Valley Elementary School.
- Led four virtual and interactive town hall meetings on the district transition to Plan B, including a bilingual event for Spanish-speaking families, to answer questions from NHCS families in real time through call, chat, and email.
- Spoke with over 40 leaders and community groups, including Cape Fear Community College, Cape Fear Collective, UNCW Watson College of Education, New Hanover County NAACP, Latino Alliance of Southeastern North Carolina, YMCA of Southeastern North Carolina, the Wilmington Chamber of Commerce, New Hanover County Council of PTAs, civic and business leaders, and law enforcement, among others.
- Attended ongoing meetings with the Southeastern Education Alliance, Coastal Community Health Teams, All Divisions Leadership Teams, the New Hanover County Association of Educators, the New Hanover County Principal-Assistant Principal Association, ABC Collaborative, and the North Carolina Large District Consortium.
- Assisted the Board of Education in leading the outdoor classroom ribbon-cutting ceremony at Ogden Elementary School and the joint press conference with New Hanover County commissioners.
- Attended the North Carolina School Superintendent Association Winter Leadership Conference.
- Served as guest speaker at meetings of the Juvenile Crime Prevention Council and the New Hanover County Community Child Protection Team.
- Established the Assistant Principal Aspiring Principals Academy.
- Met members on the Equity, Diversity, and Inclusion, Family Communications, and Title IX Committees and the Advisory Council for Exceptional Students.
- Conducted 19 media interviews and appearances.
- Was featured on UNC-TV's *ncIMPACT* and the Public School Forum of North Carolina's *Education Matters*.



# THE DISTRICT'S SEVEN DIVISIONS

## COMMUNICATIONS & OUTREACH

- Conducted a communications audit in preparation for developing a district strategic communications plan.
- Showcased stories of the district in branded video campaigns *Meet the Principal*, *NHCS Success Stories*, and *Amazing Teachers*.
- Developed five-year NHCS-TV programming and set design strategic plan.
- Implemented text messaging and process for simultaneous English/Spanish Connect 5 communications.
- Launched Superintendent Vlog, Facebook Live Q & A sessions, and a redesigned *WAVES* monthly e-newsletter to increase communication to NHCS employees.

## FINANCE

- Published the Comprehensive Annual Financial Report (CAFR) and audit for the year ending 6/30/20 with no financial misstatement or internal control deficiencies.
- Awarded year-end employee bonuses within one week of bonus approval.
- Maintained system coordination, including budget support, compliance guidance, and required reporting of Federal coronavirus relief funding.
- Supported Purchasing Department acquisition and distribution of PPE and cleaning supplies.
- Launched district-wide training, enterprise resource planning, and project development for Tyler Technology software implementation.

## HUMAN RESOURCES

- Maintained operations for over 50 Remote Learning Labs, serving the child care needs of over 400 employees and providing employment to over 100 transportation and afterschool workers during the pandemic when normal duties were not available.
- Created a mentoring program to support equity, diversity, and inclusion recruitment and retention efforts, pairing minority educators with minority new hires to establish a support system for success.

- Hired and completed onboarding of the new Assistant Superintendent for Human Resources.
- Recruited nine teaching assistants to become EC, general education, and pre-kindergarten teachers through the *Grow Your Own! Teacher Assistant to Teacher Program* and created a *Pathways to Teaching* website for internal recruitment, with resources to support minority and EC teaching recruitment efforts.
- Partnered with the Latino Alliance to identify, recruit, and hire eight school-based Spanish bilingual teachers, teacher assistants, support associates, and family liaisons.

## INSTRUCTION AND ACADEMIC ACCOUNTABILITY

- Partnered with Dr. Sheldon Eakins and the Leading Equity Center to provide *Equity for All* professional development to over 1,600 staff members.
- Strengthened the NHCS Career Awareness Pipeline with additional resources for students in grades 3-12.
- Launched online platform Xello, allowing students in grades 6-12 to develop four-year personalized plans for college and career success.
- Launched the Youth Technology Apprenticeship Camp (YTAC), engaging 20 students in paid opportunities for students to explore computer programming.
- Certified 12 CTE educators in the District C coaching model, bridging the gap between classroom and workforce with opportunities for students to engage in local industry.

## OPERATIONS

- Completed 2014 Bond projects on time and under budget, achieving significant improvements to building safety and security, improved classroom spaces and furniture, and modernized technology to support learning.
- Implemented new procedures to ensure the safe reopening of schools and administrative facilities under current pandemic conditions, including cleaning and disinfecting and new operational procedures.

- Managed meal service at over 40 school sites and delivery to over 20 neighborhoods as part of the *Curbside Grab & Go Meal Program*, serving over 1.5 million meals to New Hanover County children during the pandemic.
- Achieved a 99% on-time rate and met NCDHHS requirements for school bus transportation by creating community bus stops, developing shorter routes, and reducing the number of students on each bus during the pandemic.
- Expanded bus driver recruitment and retention efforts with a *Bus Driver Referral and Bonus Pay Program*, resulting in increased number of driver candidates and new hires.

## STUDENT SUPPORT SERVICES

- Reviewed and updated Board of Education policies regarding student behavior in coordination with the Policy Committee with a specific focus on equity, school justice partnership, and positive behavior supports.
- Expanded the district's partnership with New Hanover County Public Health to a seamless, daily collaboration to manage all staff and student health and safety considerations during the pandemic.
- Awarded ICARES Grant funding of \$350,000 to establish partnerships with community childcare entities to support pre-K through eighth grade students without at-home supervision on remote instruction days through remote learning supports,

summer camps for children of essential workers, and two Freedom School sites.

- Expanded programs and resources to support universal social-emotional learning during and after the pandemic.
- Developed and launched the *Bringing in the Bystander* community responsibility program to empower high school students to advocate for themselves and others in the prevention of sexual and interpersonal violence and harassment.

## TECHNOLOGY & DIGITAL LEARNING

- Re-imaged 1,173 laptops; prepared and delivered 1,100 iPads and 1,472 hot spots to schools; and provided 1,300 Bluetooth microphones and 700 webcams to teachers in support of remote learning.
- Implemented cost-saving 3D printer processing for audio/visual equipment repairs.
- Responded to over 5,500 Remote Learning Tech Hotline calls from parents, caregivers, students, teachers, and staff.
- Increased communication with administrators and teachers to promote digital literacy in remote and hybrid instruction through the *Digital Teaching and Learning Newsletter*.
- Completed Voice over Internet Protocol (VoIP) project, unifying 43 district telephone and voicemail systems into one system supporting the entire district.