

Mr. John Dilworth
Superintendent
Montgomery Public School District, Montgomery, AL
March 2007-Present

The ability to manage toward rapid improvement of school performance, including the turnaround of low-performing schools

Accountability

- Has recommended closure of schools and possible restructure that could benefit at least one lower performing school

Student Achievement

- According to many people spoken to in Montgomery, Dilworth is very focused on students, and his clearly expressed guiding principle is "Is it good for the children?"

A proven track record of innovation, including actions supporting alternative models of education, district charter schools, and extended days/year

Innovation

- Many saw establishment of executive directors as part of the central office restructuring as innovative. Principals report to executive directors of either elementary, middle, or high schools, which gives principals more support and gives superintendent a closer relationship with schools. Previously, all principals reported directly to the superintendent.
- In an effort to lower the dropout rate, he has supported night academies, which are schools that are opened in the evening, and in-school suspension programs
- Worked with Headstart leadership to ensure alignment of pre-K headstart standards with Montgomery pre-k standards to ensure all children were entering school ready to learn
- Instituted credit recovery, which allows students to work in a specific academic area where they need additional work while continuing advancement, to address dropout problem
- Alternative schools have been revitalized and are more in line with other schools in terms of curriculum and rigor
- Career academies are under development in association with the local chamber of commerce and will be "learning communities" working to prepare students for college, 2-year degrees, or careers. Business leaders will be closely connected to the schools.
- AP courses were increased even in the traditional high schools, whereas they had previously been rarely implemented in traditional schools. Dilworth's goal is to significantly increase AP courses in all schools throughout the system.
- Mentoring Program on the verge of starting

Experience developing a performance culture for teachers and administrators, as well as a strategy for attracting and engaging new, creative staff

Human Capital

- Created executive directors within central office to be more responsive to principals and increase accountability
- Teacher performance appears to be a priority, as substandard teachers are being weeded out in

spite of strong union opposition

- Additionally, Dilworth instituted professional development training, led by attorneys to educate principals in the areas of documentation required for evaluations of teachers and terminations of poor performing teachers
- Has worked to develop school leadership by continuing the principals academy and academy for administrators wanting to become principals
- Appears to give autonomy to principals but with strong accountability required of them
- Principals have been reassigned

Communication skills necessary to build excitement, confidence, and consensus within the community, in addition to work with local leaders and stakeholders

Vision

- Education strategic plan is under development in partnership with the chamber and others; this started before he arrived
- Dilworth is recognized for his ability to work with many different groups and to get many parties involved in education issues and programs
- He has set a goal to significantly increase the number of AP courses offered in a short period of time

Leadership

- Seems to have gained control of an out of control district
- Meets regularly with elected officials, chamber and other community organizations; All noted his leadership abilities in bringing consensus around ideas
- Has participated in nearly 100 talks or events in two years
- Unions respect his straight forwardness; there is no guessing where he stands, even when he disagrees with the union representative; he tells it like it is
- Can make tough decisions in ways that are not played out in the press

2007-2008 (unless noted)	East Baton Rouge School District	Jackson Public School District (Coleman-Potter)	Montgomery County School District (Dilworth)	Pueblo County School District (Covington)
<u>District Size</u>	89 schools 45,847 students Budget: \$429,756,000	61 schools 31,941 students Budget: \$308,000,000	61 schools 31,759 students Budget: \$350,000,000	38 schools 18,504 students Budget: \$196,000,000
<u>Student Population</u>	% African-American: 79% % Hispanic: 2% % White: 16% % Other: 3%	% African-American: 98% % Hispanic: <1% % White: 2% % Other: <1%	% African-American: 78% % Hispanic: 2% % White: 17% % Other: 3%	% African-American: 3% % Hispanic: 62% % White: 34% % Other: 1%
<u>School Performance</u> Note: Proficiency assessments differ from state to state	4 th grade ELA: 61% proficient Math: 53% proficient 8 th Grade ELA: 49% proficient Math: 49% proficient 10 th grade ELA: 58% proficient Math: 58% proficient Average ACT score: 20	4 th grade ELA: 45% proficient Math: 55% proficient 8 th Grade ELA: 31% proficient Math: 49% proficient High School English II: 64% proficient Algebra I: 61% proficient Average ACT score: 18	4 th grade ELA: 82% proficient Math: 76% proficient 8 th Grade ELA: 61% proficient Math: 51% proficient 11 th grade ELA: 77% proficient Math: 76% proficient Average ACT score: --	4 th grade ELA: 66% proficient Math: 70% proficient 8 th Grade ELA: 53% proficient Math: 25% proficient 10 th grade ELA: 52% proficient Math: 13% proficient Average ACT score: 17
<u>Graduation and Dropout Rate</u>	Graduation Rate: 66.4% Dropout Rate: 9.6%	Graduation Rate: 85.0% Dropout Rate: 3.4%	Graduation Rate: 75.5% Dropout Rate: 3.7%	Graduation Rate: 67.7% Dropout Rate: 5.1%
<u>Percent of Population Lacking Literacy Skills (2003)</u>	13%	12%	14%	13%
<u>Dual Enrollment Program</u>	Yes	Yes	Yes	Yes
<u>Percent Eligible for Free/Reduced Price Lunch</u>	76%	84%	65%	67%

Source: GreatSchools, www.greatschools.net; National Center for Education Statistics (NCES)