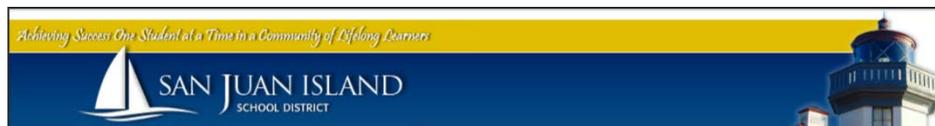


SUPERINTENDENT'S ENTRY PLAN

Strengthening Our Foundation
To Build Our Future



Proposed by:
Danna Diaz, PhD



Superintendent's Entry Plan

“Leading for results through continuous improvement”

PURPOSE

Capitalizing on the accumulated knowledge of educational and practical experiences, the Superintendent’s entry plan for San Juan Island School District will encompass several phases. Within these phases will be five intended goals that will be the tenets and foundation for “building community through education.”

In Phase I, the Superintendent will engage in a series of listening and learning sessions. The sessions will encompass numerous meetings with individual Board members, principals and administrators, central office support staff, external leaders, professional associations, city officials and elected policy makers, college and university administrators, philanthropic partners, community-based organizations, as well as, student groups, parent groups, and community organizations with a particular focus on students and families. Careful collaboration and transition planning will be utilized during Phase I.

The components of Phase II include reflection, the analysis of district data and anecdotal information learned during the listening sessions. Verifying themes through the review of data, identifying the "gaps" in our programs and prioritizing the work will be the focus of Phase II.

The third and final phase of the Superintendent’s Entry Plan will incorporate explicit action plans engendered from Phase I and Phase II and then presented to the Board of Education. The action plans will serve as the blueprints to improve the level of academic achievement of all students in addition to the level of efficiency and transparency within the framework of the San Juan Island School District Vision, Mission and Goals.

SUPERINTENDENT COMMENT:

During incremental stages of the intended activities in this plan, I will provide updates to the members of the Board of Education.

Planned Activities and Primary Purpose

Board of Education

Purpose: Establish a strong working relationship with each individual member of the Board and build a cohesive governance team with a common, united purpose.

District and Site Administrators

Purpose: Nurture strong professional relationships with key personnel inside the District and assess the strengths and needs of the leadership team.

Faculty and Support Staff

Purpose: Nurture strong and collaborative relationships with each of the district's professional groups of employees.

Community Leadership

Purpose: Meet civic leaders, business leaders, parent organizations, foundation leaders, and academic institution leaders, neighboring school district leaders, law enforcement, faith leaders, community-based organizations to reinforce communication channels, generate continued good will, build support and lay the groundwork for increased collaboration.

Political Leadership

Purpose: Meet local and state political leaders and establish means for regular communication.

School Visits

Purpose: Visit schools and school communities to see how deeply the mission is lived.

Local Media

Purpose: Clearly and explicitly articulate goals early so that the public, the press, and the education community know that the transition will be "seamless." Establish good working relationships with media in order to demonstrate the sense of urgency behind the successful execution and implementation of the district's improvement plan and Board goals.

Goal One: Our Focus

Ensure effective District governance through positive and productive Board - Superintendent Relationships

“Our shared commitment to our goals”

Objectives

- Establish the Board and Superintendent as a cohesive governance team with a singular agenda on improving the achievement of all students.
- Build positive, productive, respectful and trusting working relationships with Board members as individuals.

Intended Activities

- Meet with the Board President and Vice President to explore Board - Superintendent professional development through WSSDA.
- Establish clear understanding of roles, responsibilities, expectations, and systems for mutual accountability.
- Establish clear understanding of Board - Superintendent Protocols.
- Establish regular meeting times with the Board President and Vice President for reviewing Board agendas.
- Establish regular meetings with each Board member for one-on-one conversations and perspectives.
- Establish Superintendent Evaluation process, procedures, timelines and goals.
- Establish regular communication systems with the Board of Education.
- Schedule Board/Cabinet retreats and workshops.
- Design a plan and timeline for developing the action plan and recommendations following the listening and learning sessions.

Goal Two: Our Connections

Objectives

- Establish working relationships with student leaders and student leadership groups at the elementary, middle and high school.
- Increase personal knowledge and understanding of the various communities of the city.
- Nurture positive relationships with key District leadership and assess leadership needs of the District.
- Authentic communication with parents and encourage positive partnerships on behalf of all students.
- Nurture a positive, professional, and collaborative relationship with professional associations.
- Connect with the political leadership of the city and state to forge clear lines of communication, advocacy, and support for District students.
- Establish positive working relationships with members of the business community, leadership, service, support and non-profit agencies in the community.
- Increase opportunities to promote the District's image within the community and enhance advocacy for the District's needs and mission.
- Determine the effectiveness of internal and external communication processes.
- Continue to establish an open and positive relationship with the media.

Solidify public trust and confidence through open and honest communication and positive relationships among stakeholder groups

“Be proud to tell others we’re part of this organization”

Intended Activities

- Regularly visit all District schools for the purpose of interacting with students (lunch, breaks, extracurricular and athletic events).
- Schedule meetings with established parent organizations and community support organizations for listening and learning sessions. Continue regular meetings and communications with these organizations.
- Schedule meetings with established committees in the district. Establish regular meetings and communications with these organizations.
- Meet regularly with professional organizations.
- Schedule meetings with established student leadership groups for initial listening and learning sessions. Establish regular meetings and communications with these organizations.
- Communicate with the community's business leaders, civic leaders, foundation leaders, and educational leaders to re-commit to their affiliation with the District.
- Attend and participate in key city committees.
- Become a member of pertinent service/civic/social clubs/organizations.
- Assess the quality, quantity and effectiveness of all existing forms of communication with various stakeholders.
- Write letters/articles to various stakeholders, using direct and media-facilitated communication expressing my goals, expectations, hopes, and plans for continuous improvement for our schools, students, and community.

Goal Three: High Student Achievement

Objectives

- Analyze patterns in student achievement data and the gaps in achievement between and among sub-groups of students to determine the appropriate course of action for improving instruction and learning.
- Explore the alignment of district priorities with budget priorities.
- Engage parents as primary supporters of their child's academic achievement.
- Develop the establishment of formal and informal internal monitoring and evaluation designs for instructional support and intervention systems.
- Support the current work to develop strategies for improvement in the District's instructional program.

High expectations and increased student achievement for all students

“Getting the work done”

Intended Activities

- Work with the Administrators to evaluate the performance of district schools and assess performance indicators of current initiatives.
- Work with the Departments of Special Services, Technology, Athletics, Business & Finance, Human Resources, Transportation, Food & Nutrition Services, Maintenance and Operations to include site principals, to analyze and review the current instructional program, practices, curriculum, and support materials for evidence of effectiveness in improving student achievement.
- Review and monitor the implementation of the district improvement/strategic plan.
- Review student data for all student populations.
- Review district curriculum, instruction, and assessment for high expectations for all students, an equity focus, alignment to standards, the provision of support for students of color, students with disabilities, and English Language Learners.
- Visit classrooms to observe current state of teaching and learning in the District.
- Review the district professional development plan.
- Review and monitor the implementation of the district family engagement plan. Ensure plan includes training and development of parent skill sets around understanding student-level performance data, grade level expectations, standards-based benchmarks, and information to equip parents as informed advocates for their children.
- Utilize a common theme in all District communications, efforts and actions.

Goal Four: Design for Excellence

Increase organizational effectiveness, efficiency, and accountability

“For every increment of performance I request from you, I have an equal responsibility to provide you with the capacity to meet that expectation”

Objectives

- Share my expectations and ensure alignment of priority work with established vision.
- Determine "where we are, and where we need to be" as it pertains to each major division of the organization to ensure a student-centered orientation.
- Establish a strong and focused District management team.

Intended Activities

- Review all critical documents and artifacts including:
 - District Improvement/Strategic Plan
 - Board policies and administrative regulations
 - Bond program plans, construction and facilities utilization reports
 - Financial projections
 - Population projections
 - Employee handbooks and manuals
 - Disaggregated student achievement data
 - Legal proceedings and settlements
 - Balanced Scorecards for schools and departments
 - Safety and emergency plans
- Request for a current status assessment from each major division that includes an analysis of the critical work priorities and the plan of action for each.
- Establish a schedule for one-on-one meetings with administrators and key staff.
- Review and assess the central office structure to enhance workflow and service delivery to school sites.
- Establish quarterly action plans that link adult practice to student achievement
- Establish a quarterly review process for action plans and adjust as necessary.
- Focus on establishing accountability measures and the determination of data to be collected, reviewed, and analyzed each quarter.
- Review the incorporation of technology throughout all levels of the organization.
- Review funding and allocations that support each area of district operations with a focus on ways to maximize support for schools.

Goal Five: Safe and Secure Schools

Establish clear and definitive strategy to address issues related to school safety, security, and climate for all schools

“Every student, every class, every day”

Intended Activities

- Review and analyze existing school climate survey data to identify best practices and areas for growth (highlight successful practices as mentoring programs, advisories, clubs and activities that build student motivation and self-monitoring practices for learning).
- Promote and highlight school-based activities that demonstrate best practices in teaching and learning.
- Review existing student attendance, tardiness, suspension, expulsion and truancy data, policies, regulations and practices.
- Review strategies in addressing differentiated student learning needs.
- Review and assess current partnerships with city and community entities to maximize a coherent approach to providing student support.

Objectives

- Cultivate positive school climate in every campus where students and adults enjoy teaching and learning