Superintendent’s Plan of Entry

The First Ninety Days

INTRODUCTION

This Plan of Entry is developed and designed to ensure that the Superintendent strategically transitions into the key leadership position for Gloucester County Public Schools. The activities outlined in the plan are designed to enable the Superintendent in a systematic, inclusive and transparent manner to communicate and learn about Gloucester County Public Schools by the following: engaging all stakeholders; assessing the organization’s current status to determine strengths and areas for growth and improvement; reviewing and determining areas in need of immediate attention; and setting the framework to develop appropriate plans of action. Most importantly, appropriate alignment to the mission and goals of Gloucester County Public Schools is essential and will be ongoing to ensure that a world class educational experience is offered to all students that allows them to reach their fullest potential and equips them with the necessary skills to be college and/or career ready and become productive contributing members of society. To this end, the Superintendent must be an active listener and ensure that all decisions focus on doing what’s best for all students.

GOALS

The Plan of Entry is designed to focus on the following goals:

1. To continue the focus on increased student achievement by setting high expectations, closing achievement gaps and meeting the needs of all students (at-risk, average, disabled, gifted and minority populations).

2. To develop an outstanding working relationship between the Superintendent and the Gloucester County School Board (Communication & Operating Protocols).
3. To establish opportunities to listen and communicate with a multitude of stakeholders (churches, civic organizations, community leaders, non-school community members, Board of Supervisors, County Administrator, etc.) and to establish a thorough understanding of the needs of Gloucester County Public Schools and the community at-large.

4. To ensure proactively that all voices are heard and engaged in the process of continuous school improvement (parents, teachers, students, support staff, etc.).

5. To promote the mission and goals of Gloucester County Public Schools.

**OUTCOMES**

Expected results of this *Plan of Entry* include:

- To share a summary of the findings, observations, and/or key understandings gained from the execution of the plan.

- To develop a Comprehensive Plan of Action that fosters continuous improvement as agreed upon by the School Board, stakeholders and the Superintendent.

**STRUCTURE**

This *Plan of Entry* encompasses ninety days. The plan will outline core areas that are priorities for the Superintendent.

**The Gloucester County School Board**

In order to ensure that the school division has the primary focus on meeting the needs of all students, the Board and the Superintendent must develop a level of trust, positive interaction, cooperation, communication and team building. This collaborative relationship must be established with each Board member and the Board as a collective body so that a united front is always on display.

Entry process:

- To share the Superintendent’s *Plan of Entry* with Board members for feedback and suggestions.

- To engage in one-on-one meetings with Board members to build relationships and deepen perspectives.

- To set a time-frame for a Board retreat to establish communication protocols, roles and responsibilities, and norms for behavior and interaction.
To develop a process, structure, and timeline to review academic data and develop a collaborative vision for Gloucester County Public Schools.

To discuss and improve the structure of the performance evaluation of teachers, administrators and central office staff.

To collaborate on the performance evaluation format with objectives and indicators of success to be used to evaluate the Superintendent.

**Central Office Organization**

The purpose is to define and refine where and if necessary the basic components of the division support systems. It is essential to provide support and require accountability from a high-performing, results-oriented division leadership team. The primary focus is to ensure that business is conducted by an operational team that is dedicated to a positive, productive, and professional culture that supports all buildings in a collegial manner with keeping an emphasis on doing what is best for all students.

Organizational Expectations:

- Review the current central office organizational structure to ensure the focus is on improving student achievement (including meeting all state and federal benchmarks) and maximizing operational efficiency, both fiscally and by human capital.

- Make school issues and needs the driving force of daily operation and effectively utilize the expertise of administrators and teachers along with central office personnel.

- Invest in ongoing professional development for all staff so everyone is a part of a continuous professional learning community that supports teaching and learning.

- Minimize interruptions that distract school and central office staff from focusing on instruction and be highly visible in the schools.

- Assess how time is being utilized on a daily basis by teachers, administrators and support staff to maximize efficiency.

**Student Results**

The mission of Gloucester County Public Schools is to provide a safe environment in which all students have a right to learn and will receive assistance in acquiring knowledge and skills to become literate, contributing citizens in a democracy. Therefore, this must be the responsibility of every employee in the division. In order to ensure that all students are being instructed at the highest levels, teachers must provide rigorous instruction and effectively monitor students’
progress alongside building and central office administrators. Adequate resources and ongoing professional development which include research-based strategies and best practices must be provided to teachers and administrators to further build and increase capacity.

To Improve Student Results:

✓ Complete an academic audit to ensure an alignment of the written, taught and tested curriculum.

✓ Analyze patterns in student achievement data to evaluate the teaching and learning process and develop appropriate corrective action plans where necessary.

✓ Assess division expectations and indicators of successes or failures of the academic needs of the diverse learners.

✓ Evaluate historical professional development which has improved student academic achievement and make recommendations for continuous professional development.

✓ Establish protocols for monitoring the instructional program and providing constructive and timely feedback.

**Communication & Community Relations**

During the first 90 days and beyond, the Superintendent will focus on establishing an open and transparent communication system with all stakeholders. Also, the Superintendent will be proactive in reaching out to stakeholders traditionally under-represented in public education to make certain their voices are also heard and valued.

Key questions to stakeholders include:

✓ What are the strengths of Gloucester County Public Schools?
✓ What needs to be improved?
✓ What do you see as major priorities?
✓ What is your vision for Gloucester County Public Schools?

Actions to improve community relations include:

✓ Meet with the County Board of Supervisors and County Administrator.
✓ Contact the various forms of media (radio, television, newspaper) for introductions and establish protocols for communication.

✓ Reach out to General Assembly officials.
✓ Meet the leaders of parent and teacher organizations.
✓ Contact college and university officials for introductions.
✓ Establish networks with peer superintendents and professional organizations.
✓ Meet with area religious leaders and community leaders; be available to speak to churches/civic organizations, community groups, etc.

✓ Establish evening hours and weekend times for all stakeholders to meet the Superintendent in the effort to initiate and build relationships and promote an open door policy.

✓ Visit each school regularly to engage principals, teachers and support staff about where we are as a division and where we need to be to meet the needs of all children.

✓ Meet and dialogue with students at the various schools to understand their experiences at school and attain suggestions on how we can improve their educational experiences.

✓ Attend school functions, athletic, and community events.

Plan of Entry Update

At the end of the “Plan of Entry” period (November 2014), the Superintendent will announce the findings, propose plans, and collaborate with the School Board and other stakeholders to drive the direction for continuous growth and improvement in all facets of Gloucester County Public Schools with keeping a “Students First” philosophy.