

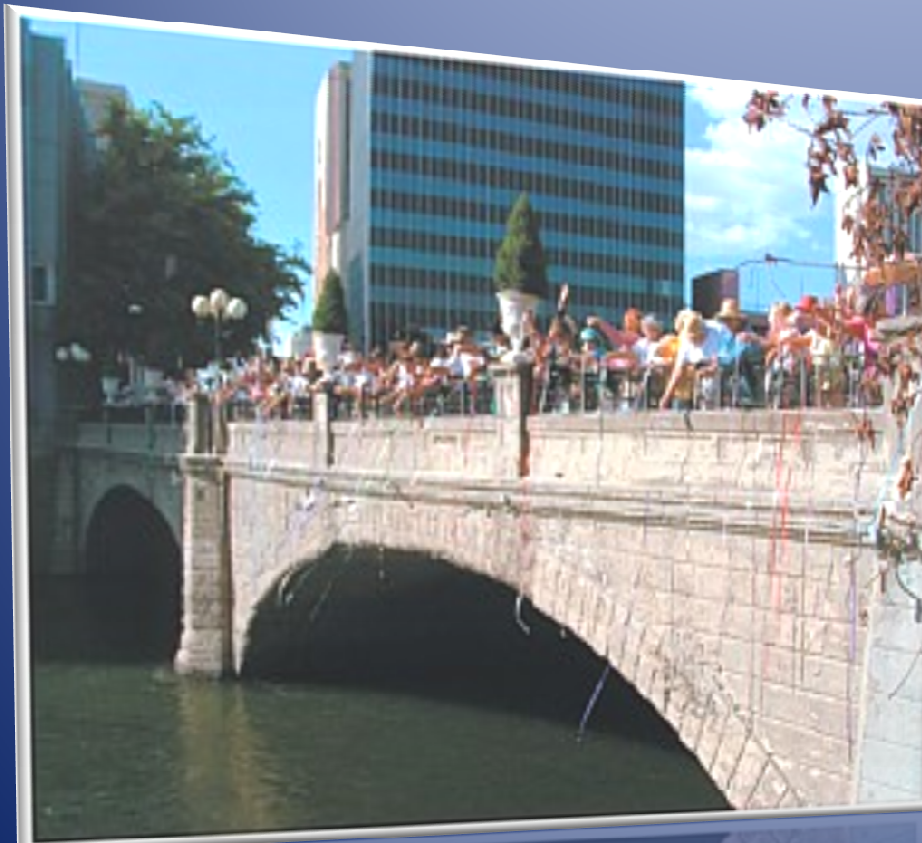


Superintendent Entry Plan Washoe County School District

Heath E. Morrison, Ph.D.

“Every child, by face and name, to graduation.”

The Keystone: Building a World Class School System



- The keystone is the most important stone in an arch bridge
 - it holds the arch together
 - the arch would collapse without the keystone
- Leadership (the rocks) must develop a trusting relationship with the community of stakeholders (the keystone) to build a strong foundation and support system (the arch) for optimal student learning

Plan of Entry – First 100 Days: Listen and Learn



Keystone = Foundation

- Engage in broad, deep listening to multitude of stakeholders
- Develop trusting, productive, collaborative relationships with WCSD Board, staff, and community
- Proactively reach out to underrepresented stakeholders - ask key questions to understand priorities of the community

"First seek to understand, then to be understood" ~ Stephen Covey

Plan of Entry : Goals

Focus on Increased Student Achievement



- Plan for an effective, efficient, and orderly transition of leadership focusing on increased student achievement
- Develop trusting, productive, collaborative relationships with the WCSD Board of Trustees
- Gain understanding of WCSD through broad, deep listening to multitude of stakeholders

Plan of Entry : Goals (cont.)

Focus on Increased Student Achievement



- Reach out to engage a diverse stakeholder base in the continuous improvement process
- Identify and execute priority activities needed to ensure an outstanding beginning of the school year
- Build excitement and momentum for vision, mission, and strategic plan while establishing commitment to engage in needed change

Plan of Entry: Big Question



How can we engage all stakeholders in systemic reform to ensure the bar of academic rigor is raised for all students while ensuring the elimination of the achievement gaps?



Plan of Entry: Outcomes



Expected results of this entry plan include:

- An energized district and community about the focus and direction of the organization
- A comprehensive summary of findings, observations, and key learnings through “listen and learn” activities
- The outline of a strategic plan process to review the strategic plan and improvement plan
- Establish how the Board and the Superintendent will address the “**Big Question**” of reform

Plan of Entry: Structure



- 90 + 10 model for optimal learning about the district
 - Pre-Entry and Entry actions for each priority area to ensure an outstanding opening of the 2009-2010 school year
1. Governance Team: WCSD Board of Trustees
 2. Organizational Capacity and Alignment: District Executive and Senior Staff
 3. Student Achievement
 4. Community and Public Relations
 5. Operation and Finance

Pre-Entry Plan Threads: The First 10 Days



- Listening and learning
 - Feedback, suggestions, guidance
- Building and deepening relationships
- Protocols and expectations
- Communication through multiple media forms
- Data reviews/dialogues
 - Trend and gap analysis
 - State of teaching and learning
 - Financials
 - Human resources

Entry Plan Threads: Days 11-100



Continue work started during the first 10 days plus

- Establish meeting schedules with Board and senior staff
- Develop processes, structures and timelines for
 - monitoring of plans and budgets, communication
- Determine priority action areas in the district through comprehensive review of disaggregated data
- Assess
 - Degree of rigor
 - Professional development efforts
 - Strategic monitoring and effectiveness of interventions
 - Fidelity to the instructional program
- Evaluate system's K-12 efforts toward improving graduation rates getting all students ready for college or world of work

Plan of Entry: Governance Team

WCSD Board of Trustees



Keystone: Committed to meeting the needs of all students through positive and productive Board-Superintendent relationships

- Management
- Core values and beliefs
- Structures of working relationship
- Reform Governance and Theory of Action
- Broad Fellowship opportunities and expectations
- District and superintendent's goals and indicators for performance success

"Real teams don't emerge unless individuals on them take risks involving conflict, trust, interdependence and hard work." ~ Katzenbach & Smith

Plan of Entry: Organizational Capacity and Alignment District Executive and Senior Staff



Keystone: Organize and hold accountable a high-performing, results-oriented district executive team

- Dedicated to positive, professional culture focused on student achievement
- Establish decision-making and communication processes
- Develop key metrics and customer service goals for each functional unit
- Examine state of strategic data monitoring system-wide

“Ensure we have the right people on the bus and in the right seats.” ~ Jim Collins

Plan of Entry: Student Achievement



Keystone: Build excitement and momentum through deliberate engagement of all stakeholders in the process of continuous improvement

- All employees have the responsibility to ensure that all students graduate college and work ready
 - High level instruction
 - Rigorous and aligned K-12 curriculum
 - Processes and tools to continuously monitor student progress
 - Opportunities and resources for targeted interventions

"We cannot become what we need to be by remaining what we are". ~ Max DePree

Entry Plan: Community and Public Relations



Keystone: Mobilize school staffs, parents and community leaders in the pursuit of making WCSD a world class district

- Proactive approach to strengthen existing partnerships
- Reach out to underrepresented stakeholders
- Visit every school – principals, teachers, staff, students
- Conduct Town Hall meetings using SWOT analysis model
- Implement media strategy – engage in current education issues and system improvement efforts
 - community sessions
 - first day of school events

“It takes a village to raise a child” ~ African proverb

Entry Plan: Operation and Finance



Keystone: Tapping existing strengths and resources to strategically create opportunities for improvement in light of current budget challenges

- Examine major initiatives and time lines
- Review financial projections, resource allocations and budgeting processes
- Review district's safety and crisis plan
- Examine effectiveness of WCSD's data system
 - Student achievement
 - Budget
 - Human resources

"When a team outgrows individual performance and learns team confidence, excellence becomes a reality." ~ Joe Paterno

Entry Plan: First Day and First Day of School




- First Day
 - Meet Board members
 - Visit year-round schools
 - Meet with community leaders and union heads
 - Meet with students who did not graduate
- First Day of School
 - Visit schools (high -> middle -> elementary pattern)
 - Visit charter school
 - Meet with press and include them on school tours
 - Town hall meeting

Entry Plan: 90-100 Days – Share Findings



- Announce findings, propose plans, and collaborate with the Board
 - planning system to drive improvements in student achievement and organizational efficiency
- Board-Superintendent team work together
 - strengthen commitment to positive, productive culture
 - laser-like focus on improving student achievement using the district's continuous improvement model
- Communicate proposed plans and agendas with school community
 - promote understanding, commitment and support for the goals and purpose of making WCSD stand for "World Class School District"



**“We are confronted with the
fierce urgency of now.”**

~ Dr. Martin Luther King, Jr.