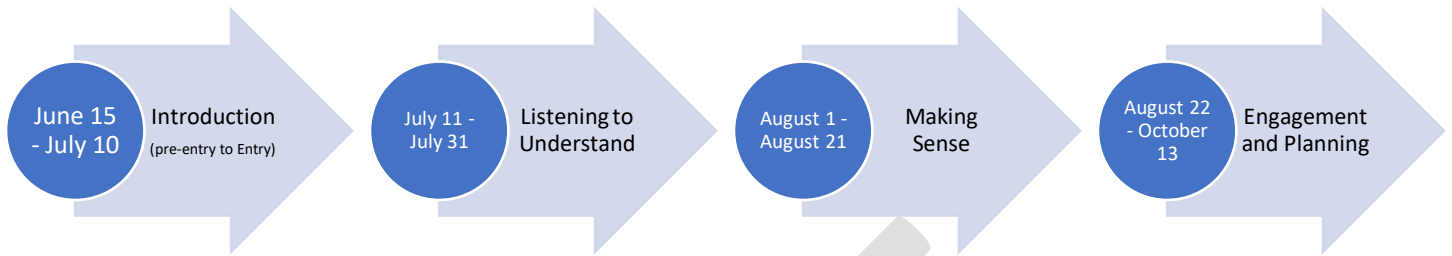


# 100 Day Entry Plan

## Joseph Hattrick

### Rainier School District #13

#### Phases



**Introduction** (*June 15 – July 10*) The purpose of this first phase is to provide direction for the three months of entry into the interim superintendent position. The activities described below are meant to provide personal introductions and begin establishing relationships with both internal and external stakeholders. I will,

- Structure opportunities to meet the various constituent groups, such as school board members, leadership team, certified and classified staff, as well as community organizations.
- Partner with the current district leadership, and district office team to ensure a smooth start to the school year for students and faculty (this includes re-entry following the COVID-19 closures).
- Use initial observations and reflections to generate inquiry questions during phase two.

**Listening to Understand** (*July 11 – July 31*) In Phase Two, intentional meetings are held with members of the various constituent groups (e.g. school board leadership team, teachers, support staff, parents, students, community). During these meetings relationship-building strategies will be used while listening and learning, as well as to begin capturing critical feedback, perceptions, and information to be used in order to develop a picture of both our past and present reality. The activities described below will be used to generate trust, respect, credibility, and stability. I will,

- Engage in active and collaborative conversations, in one-one-one or small group settings, with school board members, district and building leadership, professional and support staff, parents, students, and community stakeholders.
- Actively participate in as many community and school-based activities as possible.
- Collect, review, and organize a comprehensive profile of the school district based upon multiple measures categorized by previous perception surveys, student performance results, and other indicators demonstrating student learning and success for all.

**Making Sense** (*August 1 – August 21*) Phase Three provides members of the constituent groups with the collective results from the *Listening to Understand* phase. The findings from the interactions, coupled with the data profile of the district, are used to create a picture of the present realities in order to help inspire a collective vision for the future. The activities conducted in this phase are used to build understanding, consensus and modified thinking. I will,

- Facilitate an internal review, with district leadership and board of directors, of the present realities and patterned perceptions, insights, processes, and performance data gained from the first two phases of the entry plan process.
- Meet with staff and various stakeholder groups to share the collective data.
- Through shared dialogue, interaction, and reflection, begin developing a common awareness and understanding of the strengths, weaknesses, opportunities, and challenges facing Rainier School District.

**Engagement & Planning** (*August 22 - October 13*) Phase four of the entry plan synthesizes and communicates the prior three phases of work in order to partner with stakeholders as we begin to plan a vision and direction for the future of Rainier School District. A deliberate action plan with identified target outcomes will be created, providing the framework for the districts' strategic planning process (October – January) and final product.

Be visible in the schools, committing myself to at least 8 hours a week for classroom visits and staff/student engagement.

#### **Together, We Will,**

- Use the information gathered, in partnership with school board members and district stakeholders, to begin the work necessary to plot a future vision and direction for the district that is innovative, responsible, accountable, and well-communicated.
- Work with stakeholders to begin identifying and creating actionable strategies necessary to understand and realize the vision.
- Establish a final long-term Strategic Plan by March 2021 that is focused, attainable, well-understood, and supported in order to provide consistency, clarity, and purpose to our core mission of educating current and future students of Rainier School District.

## OUR RSD VISION

A spirited learning community creating educational opportunities for individual student success.

## OUR RSD MISSION

A spirited learning community that is student-centered, safe, academically focused, and dedicated to preparing every student for success in the global society in which we live.

## Vision Statement for NCA

North Columbia Academy is a safe, cooperative environment, where learners are challenged to participate in their own growth and learning, preparing them for post-secondary opportunities in college, specialized training, and the work force in the course of developing into life-long learners.

## Mission Statement for HPE

The goals of Hudson Park Elementary School are to provide an instructional program that motivates our students to become lifelong learners and to improve our students' self-esteem and confidence to become ethical citizens and leaders. We believe our students should be enthusiastic, creative thinkers who are able to use available resources and technology to solve any problems which they encounter. We strive to educate our students to be sensitive to the environment and contribute their time, energies and talents to improve the welfare of the earth's future.

## Junior/High School Motto/Mission

Be Safe, Be Responsible, Be Respectful

## OUR PILLARS

- 1) **Pillar Number One:** Student Success
- 2) **Pillar Number Two:** Effective and Consistent Communication
- 3) **Pillar Number Three:** Respectful and Positive Culture
- 4) **Pillar Number Four:** Effective, Collaborative, Professional Development and Staff Acknowledgement
- 5) **Pillar Number Five:** Facilities and Technology Development
- 6) **Pillar Number Six:** Safe and Healthy School Environment

## 100 Day Plan Rainier School District 2020-2021

As the Interim Superintendent of RSD, I will collect critical information regarding the strengths, needs, and challenges of our students, staff, organizational system, and community as a whole. This will be ensured by participating in listening and learning meetings conducted on an individual or group basis with board members, district leadership team, central office staff, principals, teachers, employee groups, professional associations, parent groups, community leaders, student advocacy groups, and community organization. As each goal from the strategic plan is operationalized, we will develop a realistic picture of our current reality. Celebrations of the wonderful things happening within RSD will be commonplace while we explore areas for growth.

### Goal 1: Student Success

Ensure all students reach high levels of academic achievement with a focus on mathematics and literacy. Increase student learning through improved leadership, instruction, intervention supports and a culture of continuous improvement.

- Create a district wide accountability framework to include:
  - Levels of accountability (student, teacher, administrator, school)
  - Measures and performance targets for elementary, middle and high school
  - Differentiated levels of support, assistance and flexibility based on needs
  - Appropriate recognition of school wide and teacher specific results
- Support schools which are positive and conducive to learning, inspire community pride and use resources in a cost effective, fiscally responsible manner.

Guide Development of a curriculum review plan for evidence of effectiveness in improving student achievement, closing the gap between all populations including poverty, and alignment with state standards; Plan will address:

- Review of Curriculum/textbook needs and adoption cycle,

- Key areas of alignment work
- Identify priority programs for evaluation and consideration including College in HS
- Monitor next steps around system-wide literacy and mathematics work including professional development for teachers and acceleration and intervention opportunities for students
- Begin conversations and research to create a framework for K-12 school study including best practices around instruction (mathematics and literacy) and structure
- Maximize the resources allocated for student achievement while maintaining the financial stability of the district.
- Create a project outline for a new student needs-based resource allocation that aligns with accountability system.
- Begin conversations with board and solicit input to establish a strategic plan
- Evaluate current and historical assessment data.
- Collaborate with all staff on the articulation of instructional excellence.
- Illustrate districts student-centered approach to teaching and interventions with targets for marginalized populations.

#### Goal 2: Effective and Consistent Communication

- Review social media and website communication
- Determine print communication options
  - Newsletter
  - Letters to the editor
  - Email
- Develop a communications plan with dates and deliverables

#### Goal 3: Respectful and Positive Culture

- Meet with leadership team on a regular basis to promote alignment and unity within the district.
- Be visible and present within all district's schools to provide support to staff and students.
- Review current SEL curriculum and interventions.
- Research culturally responsive practices to embrace and celebrate Rainier's diversity.
- Engage with all families through one-on-one meetings, group meet and greets, coffee with the superintendent, etc.

#### Goal 4: Effective, Collaborative, Professional Development and Staff Acknowledgement

- Collaborate with leadership team to develop a systematic approach to teacher professional development and improvement
- Evaluate current professional development plan and its effectiveness to promote powerful instruction.
- Develop professional development calendar with leadership team and teacher leaders (including PLC).
- Ensure teacher mentorship and leadership pipeline are in place to support growth.
- Improvement strategy will be modeled by superintendent and school leadership.

#### Goal 5: Facilities and Technology Development

- Review TAP grant and determine next steps
- Comprehensive Facilities needs assessment
- Comprehensive technology needs assessment (including virtual learning needs)
- Create a 5-year facilities and technology plan including necessary updates
- Monitor progress of capital facilities plan to ensure current construction projects are on time and on budget. Complete a thorough financial review- identify funds available for future projects

#### Goal 6: Safe and Healthy School Environment

- Ensure compliance with ODE.OHA in the reopening for 2020-21 school year.
- Evaluate district and school emergency preparedness plans
- Conduct an informal climate assessment.
- Maximize the resources allocated for student extracurricular activities while maintaining the financial stability of the district.
- Evaluate current CTE, STEM, and college presence in the district.
- Identify partnerships in and outside the community to expand co-curricular programs.
- Review and evaluate with school staff the current athletic program and how student athletes are being prepared.

## Neighborhood and Community Engagement

Develop transparent and positive communication, access to data, and a network of community partnerships.

### *Objectives:*

Increase personal knowledge and understanding of the Rainier School District and community including its culture, traditions, and history.

Develop effective school/ home partnerships to ensure the success of our students. Establish a positive, professional, and collaborative relationship with professional associations and labor groups.

Establish positive and productive working relationships with district leaders, business leaders, faith leaders, and the media within the ESD

Conduct a listening, relationship building and sharing the vision campaign with the following:

- Political Leadership Local officials (mayor, council members, city manager, others)
- State Legislators
- ESD, COSA, and OSPI staff relevant to Rainier
- Parents and Community Leadership
- Rainier Parent Partnership
- Rainier Schools PTSA/booster club
- Rotary, Lions, and/or other business and civic organizations
- Cultural and faith-based organizations
- Higher education Leadership College
- Union Leadership and Employee groups

Begin formulating with Board the Rainier Strategic Planning Process

Create steering committee to Research best practices and review samples for rural districts our size

Establish timeline and Benchmarks for the process, including public input and transparency planning

Plan for August 2021 and 2022 Board retreat

Media Relations- Continue positive relationship with media; articulate vision of district

Communication with Advisory groups:

Parent Advisory Group

Student Advisory group: Listen to students' issues and concerns

Meet 3 times (Fall, Winter, Spring)

Create Superintendent Advisory group to assist in "systems thinking" about major issues, direction and initiatives

Meet monthly, informal setting ask Board members and principals to suggest 3 names of people to consider

Monitor District wide communications tools and protocols for effectiveness

Conduct website review for effectiveness

Board of Directors: Establish positive collaborative working relationships with individual board members and the board as a whole

### *Objectives:*

Establish the board and superintendent as a cohesive leadership team to ensure the academic growth and engagement of all students.

Develop and implement effective communication protocols between the Board and the superintendent.

*Intended Activities:*

Share Superintendent's Transition/Entry Plan with the Board Chair and each Board member for feedback and suggestions.

Develop a clear understanding of responsibilities, expectations, and communication systems to promote an effective and efficient Board-Superintendent working relationship.

Establish regular one-on-one meetings with individual board members in order to broaden perspectives on issues associated with district operations.

Establish regular meetings with the Board President for reviewing board meeting agendas and for discussing board matters.

Conduct Board /Superintendent Retreat (August): Discuss

- Communication and meeting protocols & Schedule
- Expectations and roles
- A strategic agenda/work plan for the year
- Superintendent's evaluation process

Schedule conversations with individual board members to build relationship and discuss concerns, hopes, dreams and issues

Meet with staff

Ask for discussion on major goals/projects/challenges for their respective areas

Acquire knowledge about the following:

1. What are you most proud of in Rainier and in your position?
2. What are the biggest opportunities facing us in the short term? Long Term?
3. If you were me, what would you want most to know and understand before September?
4. What are the strengths of our culture?
5. What do you need to learn or have to be at the top of your game?
6. What do you dream about?

Meet with the Rainier Education Association Representatives

- Listen to concerns, issues, hopes and dreams
- Discuss vision, direction and expectations
- Review communication tools/ protocols for sharing information

Meet with the Oregon School Employees Association Representatives

- Listen to concerns, issues, hopes and dreams
- Discuss vision, direction and expectations
- Review communication tools/ protocols for sharing information

Establish 2020-21 schedule to hold conversations with key employee groups and to visit schools

- Quarterly conversations with various employee groups
- *Purpose:* begin the process of getting to know me, and listening to their concerns about where we are headed
- Plan for regular (day of week TBD) mornings and other scheduled time to be out at schools: Every school every week

Conduct "Cabinet" In-service

- Who are we as leaders, individually and as a team?
- How we operate and lead?
- What does our work look like for 2020-21 and 3 years from now?

Strategic Planning

- Evaluate District Vision, Mission, goals alignment
- At Boards request conduct a strategic planning proves
- No reinventing – only redefining and tightening up loose ends to create a clear direction.