

Superintendent's 100-Day Entry Plan



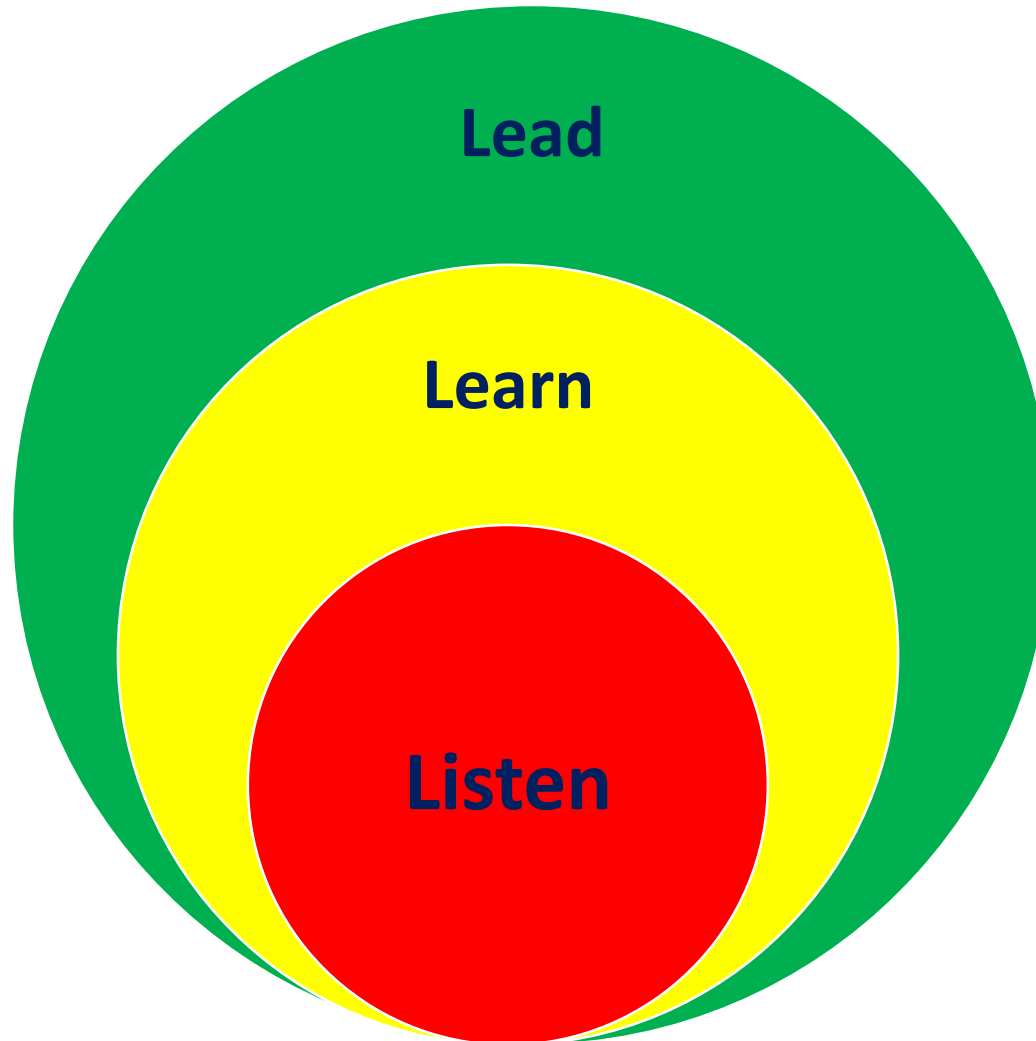
Dr. Takeda LeGrand
January 11, 2021



*An investment in the future...
Growing Greatness*

Purpose of the Plan

Phase 4 Leading
Phase 3 Planning
Phase 2 Listening & Learning
Phase 1 Pre-entering



Intended outcomes of the Superintendent's Entry Plan is to provide the Board of Education and community with a comprehensive analysis of all findings. The report will include proposed strategies for system-wide improvements. These findings will serve as the framework for the district's 2021-2026 strategic plan.



Timeline for the four phases of the Superintendent's Entry Plan:

Phase 1: Pre-entering

- **December 2020**

Phase 2: Listening and Learning

- **January-February 2021**
 - **BOE Check-in, February 22nd**

Phase 3: Planning

- **Early March 2021**

Phase 4: Leading

- **Late March 2021**
 - **BOE Presentation, April 12th**
 - **April-June, 2021-2026 Strategic Planning Process**

KEY FOCUS GROUP MEMBERS

<u>MEMBERS</u>	<u>Purpose</u>
<u>Board of Education</u>	Establish strong team-oriented working relationships with each individual Board member and the Board as a whole.
<u>District Students</u>	Establish strong relationships with student body representatives. Be visible in classrooms and schools on a continuing basis.
<u>Executive and Senior Staff</u>	Establish strong professional relationships with key personnel inside the District and begin to assess the strengths and needs of the leadership team.
<u>Instructional and Support Staff</u>	Establish strong and collaborative relationships with the district’s instructional and support staff to maintain and increase student achievement.
<u>Professional Associations</u>	Collaborative relationships with professional associations.
<u>Community Leadership</u>	Meet leaders of community, faith-based, business, and parent organizations to generate good will, build support, and establish communication channels.
<u>Political Leadership</u>	Meet local, state, and national political leaders and establish means for regular communication.
<u>School Visits</u>	Understand the District’s size, communities, demographics, and to understand differences between the various schools within the district.
<u>Media</u>	Clearly articulate the goals so that the public, press and educational community know what to expect. Generate publicity for early “listening and learning” efforts. Demonstrate seriousness of purpose to position Scotland County Schools as a top performing school district in North Carolina and model for excellence.

Superintendent's 100-Day Entry Plan Overview



- The Superintendent's Entry Plan outlines goals, objectives, and activities for completion during her first 100 administrative days.
- Six broad goals: **governance, student achievement, community engagement, operations, safety, culture and climate.**
- The design of the plan reflect her beliefs that the role of the superintendent is one of public service.
- The plan will allow Superintendent LeGrand the opportunity to establish relationships with internal and external stakeholders while gaining a deeper understanding of the strengths, challenges and opportunities facing Scotland County Schools.
- This plan reflects Superintendent LeGrand's heartfelt belief that the student is at the center of all we do.

Superintendent's 100-Day Entry Plan Theoretical Foundation



- **WSCC- The Whole School, Whole Community, and Whole Child (WSCC)** model is student-centered and highlights the role of the community in supporting the school, the connections between health and academic achievement, and the essential role of evidence-based school policies and practices to improve each child's cognitive, physical, social, and emotional development (Centers for Disease Control. (2021, January 10). *Whole School, Whole Community, Whole Child (WSCC)*. <https://www.cdc.gov/healthyschools/wsc/index.htm>).
- **SWOT-** A **SWOT** analysis is a strategic continuous improvement method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in an organization (Uluslararası. S., & Araştırmalar D . (2017). SWOT Analysis: A theoretical review. *Journal of International Social Research*, 10 (51): 994-1006. <http://dx.doi.org/10.17719/jisr.2017.1832>).

Superintendent's 100-Day Entry Plan Practical Framework



The Superintendent's Entry Plan Practical Framework include a series of meetings, listening, and outreach sessions, as well as data gathering mechanisms to:

- Establish a positive presence in the community.
- Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis.
- Implement the WSCC model to develop a coalition of support for the development of a plan for continuing academic progress for all students.
- Introduce and develop relationships with local institutions of Higher Education, businesses, community organizations, elected officials, community members, students, parents, and staff.

Goals & Objectives



GOAL 1: GOVERNANCE

DEVELOP AND ENSURE EFFECTIVE DISTRICT GOVERNANCE THROUGH EFFECTIVE AND POSITIVE BOARD SUPERINTENDENT RELATIONS.

Objectives:

- Establish the Board and Superintendent as a cohesive leadership team with a singular agenda focused on increasing student performance.
- Develop and implement appropriate communication protocols between the Board and Superintendent.

Activities:

- Establish a regular meeting time with the Board Chair and Vice-chair to review and construct meeting agendas and to establish a clear understanding of roles, responsibilities, expectations, and systems for reciprocal accountability.
- Schedule individual meetings with each Board member to discuss their priorities and expectations as well as any areas of initial focus.
- Continue the Board Friday Update to facilitate weekly communication with School Board members.

GOAL 2: STUDENT ACHIEVEMENT

MAINTAIN AND INCREASE HIGH LEVELS OF STUDENT ACHIEVEMENT AND OPPORTUNITIES FOR ALL STUDENTS – BUILDING UPON THE WORK OF THE PREVIOUS ADMINISTRATION.

Objectives:

- Review student achievement data to determine trends.
- Assess trends, needs and strengths of district-wide teaching and learning and supportive professional development.
- Review internal and external monitoring procedures as well as qualitative and quantitative evaluations for instructional support.
- Analyze and evaluate the instructional quality and conditions of schools and review division personnel quality.

Activities:

- Review the instructional program, practices, curriculum, and support materials for evidence of effectiveness in increasing student achievement.
- Review student data for all student populations.
- Review all accountability data.
- Meet with each principal to discuss their school strengths and needs.

Goals & Objectives Cont.



GOAL 3: COMMUNITY ENGAGEMENT

CONTINUED IMPROVEMENT OF PUBLIC TRUST, COMMITMENT, AND CONFIDENCE THROUGH OPEN, HONEST COMMUNICATION AND ACTION TO MAINTAIN AND INCREASE HIGH STUDENT ACHIEVEMENT.

Objectives:

- Increase personal knowledge and understanding of Scotland County schools and seek opportunities to promote the districts image, mission, vision and core beliefs within the community and to develop advocacy for what is effective and working well.
- Ensure ongoing, clear, and consistent communication with all stakeholders.
- Establish a positive and open relationship with the members of the media.

Activities:

- Schedule initial listening sessions throughout the community with key business, community, parent, faith-based and student leaders.
- Meet with existing advisory groups (Teacher, Community, Support Staff, Administrative, Student, etc.).
- Hold meetings with local media to establish routine communication and meeting protocols.
- Host open forums with teachers, students, parents, and leaders as a routine activity for personal communication about critical issues facing the organization and those working in and with the district.

GOAL 4: EFFECTIVE AND EFFICIENT OPERATIONS

EXAMINE CURRENT STATUS AND IDENTIFY ADDITIONAL OPPORTUNITIES TO INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY.

Objectives:

- Determine “where we are and where we need to go” in terms of each department within the organization to ensure a student achievement focused agenda.
- Determine human capital and alignment with position assignments.

Activities:

- Schedule briefings to gather key information from each department and their customers with a focus on:
 - areas of major responsibility,
 - major initiatives underway with projected timelines,
 - significant/potential challenges facing the department,
 - major decisions that need to be made in one month, three months, six months, and one year.

Goals & Objectives Cont.



GOAL 4 (Cont.): EFFECTIVE AND EFFICIENT OPERATIONS

EXAMINE CURRENT STATUS AND IDENTIFY ADDITIONAL OPPORTUNITIES TO INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY.

Review all critical district documents and processes:

- Strategic plan,
- employee handbooks,
- policy and procedures manuals,
- curriculum guides,
- student achievement data,
- financial data,
- legal proceedings,
- accountability plans,
- safety,
- emergency and, crisis plans, as well as any
- external studies, reports, and audits.

GOAL 5: CULTURE AND CLIMATE

ESTABLISH A SUPPORTIVE, POSITIVE, AND EFFECTIVE DISTRICT CLIMATE AND CULTURE FOCUSED ON INCREASING STUDENT OPPORTUNITIES, STUDENT ACHIEVEMENT AND CUSTOMER SERVICE.

Objectives:

- Establish positive relationships with all internal and external stakeholders to meet, evaluate, and establish all as important and critical to the district's success.
- Meet with City and County Leadership, to establish clear lines of communication, advocacy, and support for the school system.
- Meet with Scotland County Schools Education Association leadership to create a positive and open line of communication.

Activities:

- Identify key staff and stakeholders for continuous improvement and equity work.
- Meet with Executive Staff to establish clear understandings of roles, responsibilities, expectations, systems for mutual accountability, etc.
- Meet with the County Manager , County Commissioners, and other key political and community leaders.

Goals & Objectives Cont.



GOAL 6: SAFETY

SAFE AND ORDERLY SCHOOL ENVIRONMENTS ESTABLISH A CLEAR AND DEFINITIVE STRATEGY TO ADDRESS PERCEPTUAL AND FACTUAL ISSUES RELATED TO SCHOOL SAFETY, SECURITY, AND CLIMATE FOR ALL SCHOOLS.

Objectives:

- Connect school safety, security, and climate perceptual data and quantitative data to existing strategies for determining gaps and triage needs.
- Assess the district's current work with COVID-19 and the impact on students, staff, and families.
- Assess the district's current stand and practice on matters related to the student attendance, conduct, discipline, counseling, and health care.

Activities

- Arrange for staff to brief Superintendent on protocols concerning the student code of conduct.
- Review student attendance, tardiness, suspension, expulsion and truancy data, policies, regulations and practices.
- Review overlapping law enforcement, social services, and other agency data.
- Review current COVID-19 policies and practices related to instruction, finance, human resources, and operations.
- Review current social emotional learning and health care services.
- Review current student organizations and athletic programs.



Analysis Report



- Upon successful completion of the activities in this plan, a report will be shared with the Board of Education, staff, and community, outlining the findings and proposed areas of immediate and long-range attention.
- The Board-Superintendent team will utilize the report to adjust the direction of the district and begin work towards a 2021-2026 strategic plan.





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