

Superintendent Entry Plan

July 2019-January 2020

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Purpose: The Tumwater School District Board entrusts the superintendent with leadership of district efforts to improve student achievement for ALL students. As an educator and as a parent, I recognize the magnitude of that responsibility.

The purpose of this Superintendent's Entry Plan is to communicate clear, measurable steps that I will complete during my first year of service to Tumwater School District. This plan will ensure that district leadership is responsive to the current needs, climate, and conditions in our schools and community. This plan has been designed in support of the current Tumwater School District Strategic Plan and is prepared to deepen my knowledge of the district and community. The Entry Plan will be updated as steps are completed, and I will report periodically to the board and the community regarding progress and findings.

Feedback: Feedback on this entry plan is welcomed and appreciated. You may share your thoughts and ideas in person by scheduling a time to visit, sharing feedback with a member of the leadership team, or contacting me via e-mail.

Entry Plan Goal Areas

Listen and Learn Hear from different groups within the district to gain a deep understanding of different perspectives on strengths, areas for growth, and greatest needs to best support students. Schedule times to meet with:

- Principals – Meet with each principal, walk through buildings to discuss needs, interests, and challenges. Establish a regular meeting schedule with principals.
- Directors – Meet to discuss strengths, challenges, and priorities with each director. Establish a regular meeting schedule.
- Teachers – Visit each building to connect with teachers on instructional and operational priorities. Initiate a discussion with TEA leadership to build relationships and understand interests.
- Classified Staff – Visit each building/department to build relationships and hear thoughts of classified staff on instructional and operational priorities. Initiate discussions with PSE, TAP, and TOPA leadership to build relationships and understand interests.

- Tumwater Community Leaders – Schedule time to establish relationships and hear the perspectives on our relationship with the community. What are areas of strength? Areas for growth? How do we strengthen family and community engagement?
 - Tumwater City Officials
 - Legislators
 - Regional College/University Presidents
 - Thurston County Superintendents
 - ESD, WASA, WSSDA, and AWSP Leadership
 - Tribal Leaders
 - Boys & Girls Clubs, Church Leaders, CIELO, Citizens for Better Education, Kiwanis, Lions Club, Rotary, Together, Tumwater Education Foundation, YMCA
- Parents & Community Members – Reach out and offer opportunities for conversation with interested community members to hear their thoughts and feedback regarding the district.
 - Schedule Meet & Greet Events
 - Attend a PTO/parent group meeting at each school
- Students – Hold focus groups with TSD students to hear student voices.

“First seek to understand, then to be understood.” - Stephen R. Covey

Be Visible

Much can be learned from being present. Attend school, department and community events to participate, listen, and visit with staff and community members. Visit classrooms in all buildings across the district in the first months of school. Seek opportunities to participate in community organizations.

Communicate

Review the communication plan. Consider strengths and areas where we can improve our ability to connect with both the internal and external community. Meet with local media contacts to establish a relationship.

*“Leadership is not a person or a position. It is a complex moral relationship between people based on trust, obligation, commitment, emotion, and a shared vision of the good.”
- Joanne B. Ciulla*

Board Relations

Establish processes and routines for communicating with board members. Schedule a retreat to establish board/superintendent relationship and clarify roles, responsibilities, expectations, and systems of mutual accountability and support.

- Individual meetings with each board member to initiate a strong working relationship
- Meetings to develop board agendas
- Weekly communication of events and information
- Regular meetings with individual board members

Leadership Team	<p>Prioritize time for review & discussion of key operating principles.</p> <ul style="list-style-type: none"> • Decision-making principles • Culture of mutual learning • Focus • Prioritizing time for professional learning <p><i>“Never confuse motion with action.” - Benjamin Franklin</i></p>
Prioritize	<p>Seek input on top instructional and operational priorities to focus time and attention. We are at our best when we focus on doing a few things well.</p> <p><i>“The height of sophistication is simplicity.” - Clare Boothe Luce</i></p>
Facilities	<p>Review the condition of schools and district facilities. Study the district’s short and long-term facilities plans and enrollment projections to understand current and future needs.</p>
Plan	<p>Based upon learning and review of district data, recommend strategies to support ongoing district improvement aligned with the TSD Strategic Plan’s priority areas:</p> <ul style="list-style-type: none"> • Early Learning • Whole Child • Choice/Flexibility • Academic Success • Community Engagement • Operational/Fiscal Effectiveness
Report	<p>Update the staff, board, and community about what I learn and how it informs planning for future district work and next steps.</p>
