



Superintendent's Entry Plan

PURPOSE

The purpose of this entry plan is to define a process for my transition to the superintendent position in the Montello School District. This document outlines specific goals and strategies to provide myself the opportunity to learn even more about the district. Essentially, the entry plan process will explore what things Montello School District is doing well and what areas our district can improve upon. My entry work is designed to accelerate my leadership effectiveness by:

- **Building trust** with all stakeholders
- **Understanding strengths and areas of growth** in MSD (Montello School District) to develop an improvement strategy to become a school district “Meeting Expectations” on Wisconsin State School Report Card, while building on **existing momentum**
- Developing and maintaining an **effective relationship with the school board**

The mission of the Montello School District, an evolving educational community, is to inspire students and their families to be lifelong learners. The community will provide our students with the tools to fulfill their unique potential in a safe and positive environment in a fiscally responsible manner.

I will accomplish these goals using the “**Listen, Learn, and Lead**” approach.

Listen: I will listen to all stakeholders to develop a more thorough understanding of our district, especially in regards to the goals outlined above.

Learn: I will learn about the stakeholder’s aspirations for our children and the educational future we want to build together. I will engage in authentic dialogue that promotes an honest, open, and respectful conversation about the direction in which our school district should move forward. I will synthesize the multiple perspectives I hear about the strengths, challenges, and opportunities we face.

Lead: Following the first two steps of this approach, the learning gleaned from this process will be used to influence an action plan.

Target Groups for the “Listen, Learn and Lead” Approach

Internal Stakeholders

Board Members	Support Staff	Instructional Technology	Food Service	Parents
Teaching Staff	Principals & District Leaders	Buildings & Grounds	Students	District Legal Counsel

External Stakeholders

Community Members	Law Enforcement	CESA 5	WiRSA	University/Technical College Partners
Community Organizations (HCTY)	Business Owners (Rotary, Chamber)	County Leaders (District Attorney)	Mayor	Volunteer Fire Department

Goal 1: Build Trust with all Stakeholders

The superintendent should be committed to being accessible. Accessibility leads to input from internal and external stakeholders in the district. These encounters with stakeholders can happen through regularly scheduled meetings and unplanned interactions. When appropriate, the superintendent should use stakeholder insights as the basis for developing and implementing action plans that will result in positive change.

Actions:

- The superintendent will conduct a document review with specified personnel. (Documents to be reviewed include policies, strategic plan, budget, long range facility plan, and student data.)
- The superintendent will regularly conduct meetings with administrators
- The superintendent will regularly conduct meetings with relevant central office personnel regarding budget and curriculum.
- The superintendent will conduct annual meetings for teachers and support staff.
- The superintendent will meet with student leadership from the FLES and Jr/Sr High.
- The superintendent will attend at least PTO meetings booster club meeting and hold a focus group meeting with parents.
- The superintendent will attend Rotary and Chamber of Commerce meetings to develop a working relationship with the business leaders.
- The superintendent will attend Marquette County Healthy Community Healthy Youth meetings.

MEETINGS

Ongoing throughout the 2017 -18 school year

- ❖ Bi-weekly Admin Team
- ❖ Bi-weekly 1:1 with direct reports
- ❖ Monthly P-5 and 6-12 School Leadership Teams
- ❖ Monthly, voluntary staff coffee/refreshment for roundtable discussion and feedback
- ❖ PTO/Booster/Parent Meetings
- ❖ Civic Meetings (Rotary, Chamber, HCHY)
- ❖ CESA 5
- ❖ WASBO Events
- ❖ WASDA Events
- ❖ WiRSA Events

Goal 2: Learn

Understand strengths and areas of growth in MSD (Montello School District) to develop an improvement strategy to become a school district “Meeting Expectations” on Wisconsin State School Report Card and Build on existing momentum

The most important role of the school district is to provide the highest quality academic instruction. We must constantly strive to close achievement gaps by understanding, interpreting, and acting upon all pertinent data related to student performance.

Actions:

- The superintendent will meet with the district’s leadership team to assess student data, course offerings, curriculum development, teacher delivery of instruction, professional development, and ongoing initiatives.
- The superintendent will analyze all instructional data with the district’s administrative leadership team.
 - The superintendent will meet individually with principals to evaluate the performance of each school, initiatives for improvement, teacher effectiveness reports, and how to measure progress. (The performance data includes, but is not limited to, iReady (formerly MAP), Forward Exam, AC T, student grades and attendance and suspension data)
- The superintendent will evaluate the current budget with the district’s bookkeeper’s input, Baird Reports and the superintendent’s mentor and determine how effectively it supports academic instruction.
- The superintendent will analyze professional development activities and additional potential academic resources.
- The superintendent will schedule meetings with all stakeholders to discuss instruction.
- The superintendent will review and approve current instructional initiatives.

PROGRESS MONITORING CYCLE

- ❖ Quarterly school (FLES & 6-12) data review and progress monitoring on goals
- ❖ Quarterly report to BOE through the weekly Board Connection
- ❖ Mid-Year Report on Progress to Staff, Community, BOE
- ❖ Annual Report to BOE in July
- ❖ Community Celebration held during Back-to-School Open House (August) to communicate success and progress

Goal 3: Effective Relationship with the Board of Education

The relationship between the superintendent and the board is the foundation on which success at the district will be built. It’s imperative this relationship be solid. The board and the superintendent should foster a relationship that’s built upon effective, two-way communication and mutual respect, and where decisions are based on the best interest of students.

Actions:

- Meet with the board to understand its goals for the school district and current perspectives.
- Meet with the board to discuss and establish roles, responsibilities, and expectations for a first-year superintendent.
- Meet with the board to develop and implement appropriate communication protocols between the board and superintendent.
- Meet with the board to establish the evaluation process and performance criteria for the superintendent.
- Meet with school district counsel to review any pending legal matters or relevant related topics.
- Engage in two BOE Retreats each year to review student academic outcome data, review strategic plans and reflect upon overall district progress, provide feedback on superintendent's performance

BOE Retreats

Meet on October 21, 2017 and June 23 to:
review student academic outcome data to:

- ❖ Review student academic outcome data
- ❖ Review/reflect on strategic goals/plans
- ❖ Provide feedback on

CONCLUSION

My leadership values will be the guiding principles for me as a decision-maker in the district and as I set out to accomplish the goals outlined above. These are the values I have developed throughout my career as an educator and transformational leader and have become ingrained in me.

My leadership values are:

- ❖ Student-centered, growth mindset in all actions and decision-making
- ❖ Interrupt disparities in access to a high quality public education and the subsequent outcomes
- ❖ Build trust and support by establishing positive relationships and open communication with all stakeholders
- ❖ Establish high expectations for all students, teachers, and staff
- ❖ Lead with ethics, character and moral integrity
- ❖ Support administration and teachers to ensure their success
- ❖ Be accountable to stakeholders with frequent, transparent communication
- ❖ Strive for continuous improvement
- ❖ The goals outlines in this document are meant to serve as a starting point. At the midpoint and conclusion of the 2017-18 school year, I will present my progress to the Board of Education as I effort to complete the tasks presented earlier.

PROFESSIONAL GROWTH REQUEST

I would like to contract with Dr. Scott Brown, retired superintendent from McFarland School District, professor of School Finance at Edgewood College, WASBO School Finance leader and my dissertation mentor to hire him to assist me with general business manager responsibilities:

- DPI Reporting
- Special Education Reporting and fiscal responsibilities
- Open Enrollment
- Revenue Cap Worksheet
- Defecit budgeting
- Baird Forecasting Model
- Tax Levy Documents
- Fund Balances (10, 27, 38, 50, 72, 80)
- Loans Structure, Interest, and Payment Schedule

Dr. Scott Brown can provide potential cost saving or revenue increase by reviewing:

- Student counts (EC, 4K, Summer School)
- Common School Fund
- High Cost Student Provision
- Workman's Compensation
- Bidding
- Medicaid Reimbursement

Dr. Brown is willing to attend BOE meetings as needed. He proposes charging \$100 per hour, averaging two days per month (not to exceed a total of 80 hours). This includes travel, meals, printing/photo copying. The maximum expense would be \$8,000. Dr. Brown recently performed this service for a new superintendent in Albany and revealed \$80,000 in budget savings by performing the services and support outlined above. I think this mentorship will set me and the school district up for success and a great start as the superintendent of the Montello School District.

RESPONSE NEEDED FROM BOE:

1. Is there anything in this plan you would change?
2. Is there anything I should add to this plan?
3. Who are 10 people outside of those named in this plan whom I should get to know?
4. Please work with Barb Pfeiffer to schedule a 90 minute 1:1 meeting with me – I am glad to meet you early in the morning, evenings or at your place of work