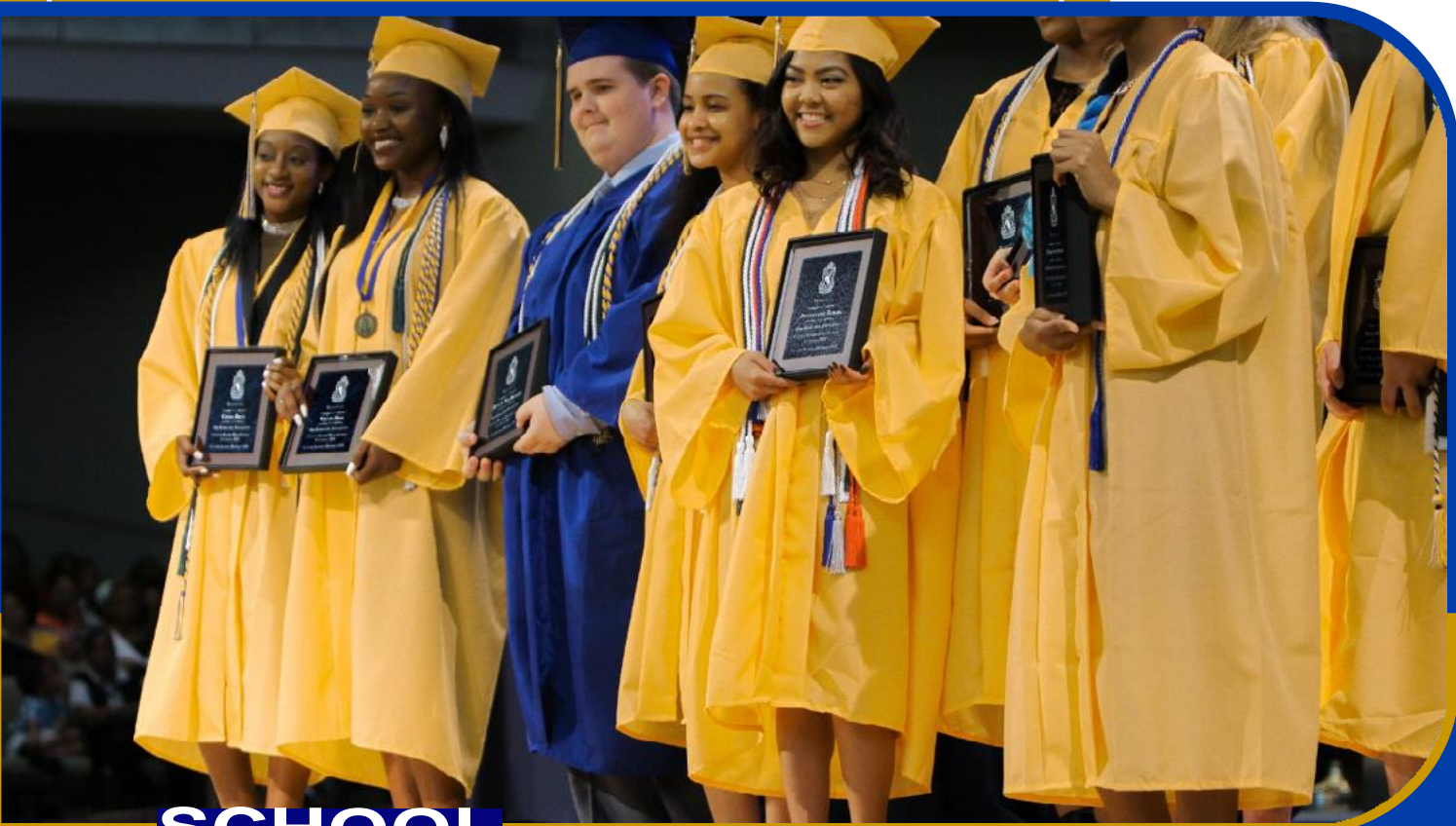


EVERY STUDENT
KNOWN BY
NAME, STRENGTH
AND NEED

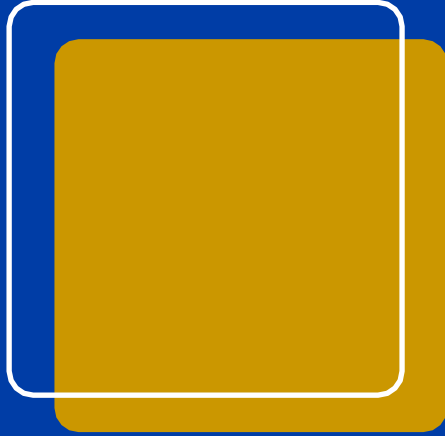


SCHOOL
CENTER
DISTRICT

SUPERINTENDENT ENTRY PLAN

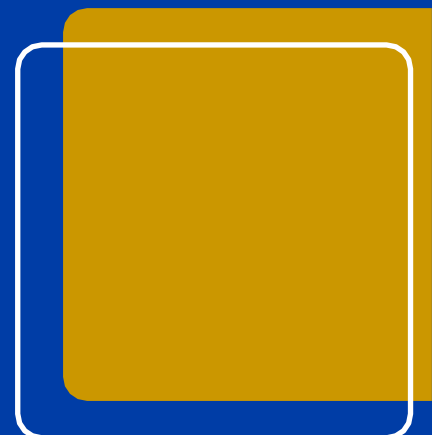
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CENTER SCHOOL DISTRICT
Yolanda Cargile, Ed. D.

OUR MISSION:



The Center School District strives for excellence in our schools where all students are expected to learn and grow. All students will demonstrate high achievement, character, and teamwork in a diverse community.

Together, we will achieve!



Center School District Board of Education

From a field of more than twenty applicants from seven states including Washington D.C. and Canada, Dr. Cargile emerged as the right fit for the students, staff, schools, and community of Center District 58.

After a five-month search process, Dr. Cargile was selected as Incoming Superintendent in February 2020. She officially began serving as Center Superintendent July 1, 2020.

During the time the Center Board of Education hired Dr. Cargile, Rebecca Lahann served as School Board President. Lahann noted, "Four of our six semi-finalists were currently sitting superintendents and had excellent qualifications. However, Dr. Cargile's thorough preparations and deep knowledge of our district, her collaborative leadership style, her ability to navigate significant challenges, and her active presence and visibility in schools and classrooms clearly were distinguishing differences. We are confident that her leadership will serve our school community exceptionally well and will make a powerful, positive difference to all of our children."

Beverly Cunningham, the current School Board President said, "I believe in Center and the greatness our District can provide. My children started attending Center schools in kindergarten. As both a parent and engaged community member, I have experienced the dedication and knowledge our teachers, staff and administrators pour into our children. During the interview process, I was impressed with Dr. Cargile's leadership and passion for keeping students at the Center of conversations. I know she is the leader who can help bring even more greatness to our Center community. As Board President, I entrust our children's education with an educator who is committed to serving each student, strength and need."



Dear Center School District Family:

Children and young people thrive in our public schools when they know they are valued, loved and supported, as well as challenged to excel in academics, character, service, and all aspects of their lives. Balancing the need for care and concern with the kind of academic support that truly inspire students to achieve more than they imagined possible is an art. It is an act that requires an “all in” commitment. Creating classrooms and schools where all students prosper also requires that each of us, as the adults in the district and in the community, have a laser-like focus on meeting the needs of children.

I am honored and excited about the opportunity to collaboratively work with the Center community to effectively serve children. The Center Board of Education selected me, as the incoming superintendent, to lead approximately 2,600 students to academic, social, and emotional success that will result in college and career ready graduates who thrive in a competitive global economy. The Center Board of Education has charged me with leading this unique school system and has challenged me to increase academic opportunities for all children. As I assume leadership of Center School District, this transition plan is designed to accelerate my learning while also providing me a wide range of opportunities to listen and learn from many different people to gain different perspectives before embarking on any major change initiatives.

The Center School District has a foundation of success and innovation that we can build upon. As I spend the next 100 days listening and learning, I will start assessing our strengths, areas for continued development and challenges; while creating a sense of urgency and momentum for the changes we will collectively identify and make to improve outcomes for children and our community. As the proud leader of this school system, it is my distinct duty to ensure this vision comes to fruition through our collective efforts as a community.

The past years have yielded growth in Center School District with several indicators resulting in recognitions, such as; MO Gold Star Schools, National Blue Ribbon Nominees, a gifted program, graduating seniors earning more than \$2 million in scholarships, 82% of Center School District voter approval of a \$48 million no tax increase bond and the pursuit of the Real-World Learning Grant through the Kauffman Foundation to expand college and career opportunities for scholars. The Center team has worked hard under previous leadership and it is imperative we continue that momentum and forward progress to reach greater heights. In the coming year, we will need to develop a new strategic plan that will guide our work for the next five years.

Together, we will build a plan that truly reflects what we collectively want our schools to be and how we want to educate all of our children

I look forward to the opportunity to listen, learn, and partner with you. Together, we can increase educational opportunities for all Center students to succeed in school and beyond.

Sincerely,

Yolanda Cargile, Ed.D Superintendent



Introduction

As I begin my role as superintendent, I commit myself to a structured engagement and relationship-building process in order to better understand the culture and needs of the district.

It is also important to note while I join Center School District, our country is navigating a global pandemic, COVID-19, as well as social unrest related to race and equity. I am committed to creating an environment for our students and community that promotes unity against racial injustices and works to prioritize health and wellness. I promise to work with you to ensure that all students in Center School District graduate prepared for college, career, and citizenship. To turn our mission into reality, all of us must come together on behalf of our students and ensure that each of them is known by name, strength, and need. This entry plan will help to ensure a transparent, mindful and collaborative transition so I may better serve the Center School District students, staff and families.

We will build a strong foundation for the future of Center School District by focusing on Four Essentials for Success:

1. Great teachers who are highly skilled and supported in meeting the needs of all students.
2. Great principals who know and support great instruction.
3. Families and community partners with strong connections to our schools.
4. Central Office staff who serve and support students, families, staff, and one another.

This entry plan is designed to help me:

- Develop a transparent, collaborative, and trusting relationship with the Center Board of Education.
- Ensure the most seamless transition as possible while focusing on robust learning outcomes for all children in our work.
- Increase organizational effectiveness and efficiency by providing a high level of support and service to schools, students, parents, and the Center community.
- Ensure a laser-like focus on instructional programming to close resource gaps of the lowest performing student groups while determining the academic, social and emotional needs for all students.
- Identify and analyze the critical issues in the Center community that represent both barriers and opportunities for accelerating the performance of all students.
- Create opportunities to listen to a multitude of stakeholders while proactively ensuring that all voices are heard.

Outcomes & Deliverables

- A revitalized community that understands the focus and direction of our school district, with a renewed commitment to the success of all children in all schools.
- A concise and compelling summary of our collective insights, findings and strategic recommendations for advancing all students, from those who are struggling to learn, to those who are already excelling in all academic areas and everyone in between.



STRUCTURE

Encompassing a 100-day Listening & Learning Tour of Center School District, my transition plan is built upon core areas that represent key leverage points for me, the leadership team, principals and the Board of Education. Based upon conversations with the Board of Education as well as the input gathered as part of this process, priorities may be added or deleted.

The entry plan has five focus areas, followed by a number of specific tasks and strategies. To keep us on track and to keep everyone informed of the progress we are making as a team, there will be updates to the Board of Education, on the district website and social media accounts managed by the superintendent and the Public Relations Office.

I. Governance Team: Center School District Board of Education

In order to ensure the district has an intense focus on meeting the needs of all children, the Board of Education and superintendent of schools must develop a trusting, positive, collaborative, team-oriented relationship. These relationships must be established with each Board member and the Board of Education as a whole. During my plan of entry, I will work with the Board of Education to discuss issues and matters of governance, management, core values and beliefs, and structures of a working relationship.

II. Organizational Capacity and Alignment: District Executives and all Staff

It is essential for the Center School District to have a high-performing, results-oriented district Cabinet team. The goal is to make sure, we operate as a highly effective, positive

team with a professional culture that benefits children and the district. Getting to know and hearing directly from staff across our system is central to my work as superintendent. I will ensure staff have access to me, along with multiple opportunities to share suggestions, concerns, and celebrations.

III. Student Achievement & Student Engagement

Ensuring that all students not only graduate from the Center School District, but also receive their diplomas, truly college and workforce ready is the ultimate goal and responsibility of all district employees. To ensure instruction is occurring at high levels, teachers must have a rigorous Pre-K-12 instructional curriculum, processes, and tools to monitor students' progress, and opportunities and resources to provide appropriate interventions. Ensuring all decisions are made using the barometer of, "Is it good for children, teaching and learning?" will be emphasized in all discussions.

It is also important the Center School District student population know who the Superintendent is and has an opportunity to connect with the Superintendent to share about their learning experiences and perceptions about school. I will be intentional about engaging the students and working to build a relationship with the student body as a whole.

IV. Community and Public Relations

The proverb, “It takes a village to raise a child,” reflects my core beliefs about involvement and engagement in the community. During the time of initial entry, there will be a focus on establishing openness and transparency in all communication systems and protocols used by the district, and by me.

Understanding the culture, history and expectations of the Center School District will be critical. I will be proactive and deliberate in reaching out to key stakeholders to make certain their voices are heard and valued.

V. Operation and Finance

In order to meet the needs of all students in the Center School District, it is critical that operations and finance continue to be exemplary. Understanding the current strengths, strategies and opportunities for improvement will be a critical focus.

Summary Report

In collaboration with the Board of Education and the staff within the Center School District, I will operationalize my entry plan to execute it seamlessly and chart a path toward excellence that will sustain Center School District for years to come.

In partnership with Board of Education members and district stakeholders, we will use the information gathered during the 100-day Entry Plan as the foundation for the creation of the strategic direction and long-range plan for the school district.

There will be updates presented to the Board of Education in September, October & November 2020.



I. Governance Team: Center School District's Board of Education

Pre-Entry (prior to July 1, 2020)		
Action	Comments/Results	Status
Share Entry Plan with Board of Education for feedback, suggestions, and guidance.	I shared the Entry Plan with the CSD Board of Education (BOE) Members for feedback and discussed during 1: meetings held in Feb 2020/	★
Engage in one-on-one meetings with individual board members to deepen relationships and broaden perspectives on individual views on the district.	Met with all CSD BOE Members 1:1 in February 2020 at various locations in the community.	★
Organize district and non-district related events for the Board and Superintendent to participate in along with spouses. For example; district sporting events, plays, movies, dinner, etc.	Due to Covid-19 this item has been on hold. The BOE have been notified they are on the list for entry into all home game events.	➔
Partner with Board President and Vice President to plan first Board retreat. (July 17 and 18) to discuss issues, matters of governance, core values and beliefs, communication protocols, roles, responsibilities, norms, expectations, and goal/agenda setting. Discuss the types and amount of information needed and through what channels to help the Board of Education make quality governance decisions, regular professional development training for the Board and Superintendent.	I worked with President Cunningham to plan the BOE/Superintendent (Supt) Retreat held July 18, 2020. Due to Covid-19 the in-person dinner will need to be rescheduled.	★
Outline plan and next steps for revisiting the district Strategic Plan.	During the BOE/Supt Retreat I shared plans with the BOE regarding the 2021-2026 Five Year Strategic Plan.	★
Remain abreast Board of Education board meetings prior to July 1, 2020. Reviewing minutes and attending Board of Education Meetings when possible: March 23, 2020, April 13, 2020, April 27, 2020, May 4, 2020, May 18, 2020, & June 22, 2020.	I joined CSD BOE meetings virtually in March, April, May and June to gather as much information about district business prior to July 1, 2020.	★
Collaborate with the Interim Superintendent on important district business and future initiatives already in progress. <i>(CONTINUED ON NEXT PAGE)</i>	Dr. Weishaar was very helpful in onboarding me as Supt. We connected on a frequent basis.	★

Progress Key:

Not Initiated



In Progress



Complete



I. Governance Team: Center School District's Board of Education

Pre-Entry (prior to July 1, 2020)		
Action	Comments/Results	Status
(CONTINUED) Conduct breakfast/lunch/dinner meetings with all Board of Education members to continue to build positive, productive relationships.	Due to Covid-19, this item will be on hold until we are safe to resume eating out w/o fear of contracting Covid-19.	★
Schedule two standing 1:1 meetings with each board member (one per semester).	I am hosting monthly 1:1 meetings with board members beginning July 2020. I also met with board members 1:1 in Feb 2020.	★
Meet with the Board chairperson and Board committee chairs to determine how they work in partnership with the superintendent of schools and senior staff.	I met with the board president and vice president in Feb 2020. I continue to check in with the board president on a weekly basis.	★
Collaborate on the next Board retreat to focus on shared values, initiate reflection on organizational structure, areas of improvement and agree upon accountability systems and structures.	The BOE Retreat was held July 18, 2020.	★
Collaborate on a performance evaluation format with objectives and indicators of success that can be used to evaluate the Superintendent in year one of tenure.	Supt evaluation was discussed July 18 and Sept 14.	★
Establish a regular meeting time with the Board chairperson for reviewing and constructing agendas.	I continue to check in with the board president on a weekly basis.	★
Disseminate a weekly Superintendent Update for the Board with key district happenings to include, but not limited to; sharing good news, key community events, ways to support students, response to questions from a Board member, important dates etc.	Completed.	★
Organize district and non-district related events for the Board and Superintendent to participate in along with spouses. For example, district sporting events, plays, movies, dinner, etc.	Due to Covid-19, this item will be on hold until we are safe to resume meeting face to face as a group.	➔

Progress Key:

Not Initiated









In Progress











Complete



II. Organizational Capacity and Alignment: District Executive and All Staff

Entry (July 1, 2020 and beyond)		
Action	Comments/Results	Status
Meet with central office cabinet members individually and central office employees by departments.	I host monthly check in meetings with all Cabinet members.	
Review briefing documents from each division/department. Documents will include areas of major responsibility, major initiatives underway with projected timelines, significant/potential problems, and major decisions that need to be made. Using these documents will allow for quick understanding of the district's strengths, areas for further development, as well as opportunities and barriers to progress.	Ongoing. Each Department has published a organizational chart.	
Conduct a retreat with senior staff to review the district's priorities, most recent achievement, and other evaluative data, review current and anticipated vacancies, and discuss leadership team structures and practices.	The Cabinet Retreat was held July 29-30. Fall Retreat held October 16, 2020	
Review and evaluate the district's efforts around Leadership Development and succession planning for school leadership.	Hosted district leadership meeting August 5, 2020.	
Review critical documents, including, but not limited to: policy and procedures manuals; board meeting minutes during the previous school year (further back as necessary); student achievement data; financial projections and budget processes for the past three fiscal years; legal proceedings; facility reports; accountability plans and processes; project management protocols and plans; and safety and emergency plans.		
Review the current schedule and format for principal meetings to ensure meetings are beneficial to principals and aligned to district goals.	Discussed the 2020-21 and beyond leadership meetings during Cabinet and Cabinet Retreat. District leaders will host monthly Learning and Leading meetings. Learning meetings will be planned by the Executive Director of Academic Services and Leading meetings will be planned by the Executive Director of Human Resources with input from Cabinet.	

<p>Review and evaluate the district's current performance management system to ensure effective and efficient operations across and within all departments and to ensure key metrics and goals are established.</p>	<p>Alignment with MO expectations. Beginning of Year meetings were held during August and September.</p>	
<p>Review and evaluate the district's current process for establishing departmental goals to examine coherence aligned to the Board goals and Strategic Plan.</p>	<p>Board and district goals were discussed during the Board and Superintendent Retreat July 18 and Cabinet Retreat July 29-30.</p>	

<p>(CONTINUED) Lead a book study with the Cabinet team.</p>	<p>In collaboration with the Center Education Foundation, we are discussing a book study focused on racial equity. "Unconscious Bias in Schools - A Developmental Approach to Racism". Books have been disseminated to all participants.</p>	
<p>Arrange for the Cabinet team and Superintendent to complete a leadership inventory survey to identify strengths among the team</p>	<p>Members of Cabinet have discussed their inventory survey results with me.</p>	
<p>Be visible in all District schools for staff.</p>	<p>I have visited classrooms via Teams and have visited classes in person.</p>	
<p>Meet with the union leadership several times each year.</p>	<p>District leaders are meeting with CEA members monthly.</p>	
<p>Tuesday in Schools. I will be in schools to learn firsthand the progress we are making in our classrooms and discover ways we can more effectively support students, teachers, staff, and principals. I will be in schools every Tuesday unless my schedule requires me to choose a different day.</p>	<p>I have visited classrooms via Teams and have visited classes in person.</p>	
<p>Lunch with the Supt. I will meet informally over the lunch hour each month with teachers and staff at a school to hear from them regarding suggestions, concerns and celebrations.</p>	<p><u>The virtual lunch sessions.</u> Indian Creek Elementary-October 13, 2020 Red Bridge Elementary Team October 20, 2020 Boone Elementary Team October 26, 2020 Center Alternative School Team November 3, 2020 <u>Virtual evening sessions held with CHS staff</u> October 13-15, 2020 The remaining meetings have been scheduled.</p>	

Progress Key:

Not Initiated








In Progress



Complete



III. Student Achievement & Student Engagement

Entry (July 1, 2020 and beyond)		
Action	Comments/Results	Status
Meet with the District Data and Records Supervisor to discuss and analyze current student achievement data to include the following variables: Academic Achievement, Subgroup Achievement, College and Career Readiness, Attendance Rate, Graduation Rate and Suspension Rate.	I met with Data and Records Supervisor and Cabinet to discuss beginning of year (BOY), middle of year (MOY) and end of year (EOY) presentations to the Board of Education.	
Evaluate how formative assessments and "real-time" data are used to support better instructional decisions by teachers	Ongoing conversation with the Executive Director of Academic Services.	
Meet with the Executive Director of Academic Services to discuss curriculum, instruction and assessment to determine the current state of teaching and learning in addition to gaining an understanding of how schools are progressing toward meeting their goals.	Monthly meetings have been scheduled with the Executive Director of Academic Services.	
Meet with the Executive Director of Academic Services to learn about the plan to address the needs of the comprehensive and focus schools as determined by the Department of Elementary and Secondary Education.	I reviewed 20-21 Improvement Plans.	
Meet with administration and teachers to discuss school culture and climate to determine the level of central office supports needed to ensure continuous improvement at each school.	I hosted meetings with building leaders in June 2020. Connecting with building staff beginning in October 2020 through Virtual Lunch meetings.	
Evaluate system efforts toward improving Academic Achievement, Subgroup Achievement, College and Career Readiness, Attendance Rate, Graduation Rate and Suspension Rate.	Ongoing conversations during Cabinet and Executive Leadership Meetings as it relates to Learning and Leading meetings.	
Visit all schools to listen and learn from students to gain an understanding of perceptions in terms of quality of relationships and access to academic rigor in their schools and the district. Be visible in all District schools for students.	Due to Covid-19, this item will be on hold until we are safe to resume meeting face to face. SIS meetings began in October and will continue throughout the school year.	

Meet with staff, students and parents to determine the emotional, social and cultural supports needed for students to thrive academically.

This topic has been discussed and included in the CENTERed On Learning CSD Re-Entry Plan. The social and emotional needs of students have been a discussion item during the Professional Development Committee meetings centered around Trauma Informed Care training at the elementary and secondary sites.



(CONTINUED) Meet with the Director of College and Career Readiness to explore connections about skilled trade career paths with businesses, higher education, and trade schools to develop a shared understanding of workforce needs, opportunities and barriers; to improve alignment of workforce needs and education.	I have met with the Director of College and Career Readiness and the district's grant writer to discuss efforts in this area. This continues to be a focus and priority.	★
Review data from recent surveys, focus groups, and community meetings for the purposes of identifying barriers and opportunities.		★
Ride Center School District bus routes with students at elementary and secondary level in an effort to build relationships and be visible for the entire student body.	Due to Covid-19, this item will be on hold.	➤
Shadow students in every Center building in an effort to build relationships and be visible for the entire student body.	Due to Covid-19, this item will be on hold.	➤
Form a Superintendent Student Advisory Council for high school students.	I will work with Mr. Tate and the Director of Public Relations to launch a Student Advisory Council.	➤
Form a Sisters Inspiring Sisters (SIS) group at the high school and Center Alternative School	I hosted Sisters Inspiring Sisters for CHS females October 13, 2020. Shay Moore joined as the Guest Speaker.	★

Progress Key:

Not Initiated






In Progress



Complete



IV. Community and Public Relations

Pre-Entry (prior to July 1, 2020)		
Action	Comments/Results	Status
<p>Meet with the Director of Public Relations to discuss the 100-day Entry Plan to review the goals and objectives, audiences, tactics, communications, timeline of tasks and marketing the Entry plan to the Center School District community.</p> <p>The Superintendent and Director of Public Relations will confirm a plan for Entry Plan updates to the Board of Education in September, October & November 2020.</p>	<p>The Director of Public Relations has been instrumental to the Superintendent's Entry Plan. The board will receive updates: September 21st October 26th November 23rd</p>	
<p>Meet with the Director of Public Relations to discuss the communications and marketing plan for the Bond. Learn more about the key messages the Board of Education and district administrators are using to discuss bond efforts.</p>	<p>The District released a virtual update regarding bond updates. Mr. Carpenter provided an update to the Board in August.</p>	
<p>Meet with the Director of Public Relations to review the district and building websites and social media analytics.</p>		

Progress Key:

Not Initiated








In Progress








Complete



IV. Community and Public Relations

Entry (July 1, 2020 and beyond)		
Action	Comments/Results	Status
Schedule meetings with various parent organizations (PTA/PTO) for initial listening and learning sessions and discuss critical issues facing the system while creating opportunities for rich, honest, authentic engagement.	In the process of scheduling these meetings.	
Schedule formal and informal meet and greet opportunities for the community members by attending school and community events.	I participated in elementary and secondary parent orientations in August.	
<p>Arrange a Legislative Breakfast with Center School District's elected officials to listen and learn about areas of concern as well as opportunities for growth and solutions to challenges facing the system.</p> <p>Determine and adjust current protocols to routinely communicate with this group while advocating for the children of Center.</p>	<p>I met with Councilwoman Parks-Shaw October 9, 2020.</p> <p>I met with Councilwoman Bough October 29, 2020.</p>	
Visit classrooms and use social media to share good news about the District.	I have visited classrooms via Teams and have visited classes in person. I post on Twitter and Instagram.	
<p>Connect with stakeholders as recommended by members of the Center School District Board of Education to learn more about Center's strengths and areas for growth.</p> <p>Set up initial listening and learning sessions with key leadership and organizations to hear concerns and hopes for Center School District, discuss critical issues facing the school system, and solicit support in moving the system forward.</p> <p><i>(CONTINUED ON NEXT PAGE)</i></p>	<p>The meetings have begun. As recommended by members of the Board of Education, I have met with a:</p> <ol style="list-style-type: none"> 1. District partner October 6, 2020 2. District Certified Staff person October 6, 2020 3. Community Member October 12, 2020 4. District Staff person (administrator) October 13, 2020 	

IV. Community and Public Relations

<p>(CONTINUED) These organizations should include but not be limited to:</p> <ul style="list-style-type: none"> *Key leadership across corporate, business, Center Education Foundation, civic, non-profit, philanthropic, military, public safety, college and university and other organizations as well as their professional organizations and affiliations *Community faith-based organizations, families of color groups, key religious leaders, and their professional organizations and affiliations. *Key organizations such as the Chamber of Commerce, service clubs, and other similar organizations. 	<p>I have presented to the local chambers August 27, 2020. The Director of Public Relations is working to schedule the meetings.</p>	
<p>Schedule introductory meetings with members of the local media</p>	<p>Met with Martin Telegraph Publisher October 1, 2020</p>	
<p>Conduct informal assessments; which entail engaging staff and parents to gather their opinion through conversations at meetings and social events to demonstrate my willingness to listen to input.</p>	<p>The Covid-19 Task Force provided a way to connect with community members to gather feedback. I will continue to seek input from community stakeholders.</p>	
<p>Office Visits. I will host 15-minute office visits in my office at least one Thursday each month from 3:00- 5:00 p.m. The purpose of these meetings is for me to hear directly from District stakeholders. To ensure each individual or small group receives my focused attention, I ask that you schedule time to visit me at Central Office by contacting Stephanie Archie at (816) 349-3310 or sarchie@center.k12.mo.us.</p>	<p>Hosted the first round of meetings September 10, 2020.</p>	
<p>Coffee Chats. The purpose of these informal gatherings is to provide an opportunity for community stakeholders to provide input, ideas, and their perspective about our schools. These will be scheduled once per month at various locations across the district.</p>	<p>I will host the first round of meetings September 18, 2020. The meetings have been posted and community members have signed up to participate.</p>	

Progress Key:

Not Initiated



In Progress



Complete



V. Operation and Finance

Pre-Entry (prior to July 1, 2020)		
Action	Comments/Results	Status
Review key district financial materials, budget, most recent audit and grants. Review benchmark data and recommendations provided by the auditor.		★
Conduct one-on-one meetings with direct reports in Finance, Budget, Payroll, Human Resources, Bond Efforts, Informational Technologies, Facilities, Transportation, Child Nutrition, District Relations and other operational areas.		★
Connect with the Director of Operations to obtain updates on the bond projects.	Provided an update to the Board August 24, 2020.	★
Connect with the Executive Director of Human Resources to obtain a staffing update.		★

Progress Key:

Not Initiated









In Progress



Complete



Entry (July 1, 2020 and beyond)

Action	Comments/Results	Status
Meet with the Business Office Director to review the district's financial projections, resource allocation formulas and budgeting processes; assess how the district's budget and budget development process are aligned to support student achievement and strategic goals/areas.	This occurs weekly and during monthly check in meetings.	
Review operational areas and structures within the current organizational structure to improve efficiency, effectiveness and support to schools.	This occurs weekly during Cabinet meetings.	
Conduct one-on-one meetings with legal counsel to review any current legal proceedings or outstanding judgments against the district and to provide a briefing on state education code with particular attention to statues currently impacting or likely to impact the district.	Members of Cabinet check in with legal counsel as needed.	
Receive an update on any foundation activities and how those funds support schools.	I joined the June and September Center Education Foundation Meeting.	
Review the district's safety and crisis communication plan.	Updated the communication plan as it relates to safety issues to ensure the appropriate staff received pertinent information.	
Examine the effectiveness of the district's informational and instructional technology plans.	This is ongoing during weekly Cabinet and monthly check in meetings.	

Progress Key:

Not Initiated



In Progress



Complete



Interview with the Board of Education

Individual Background Information (Please provide any background information that you feel would assist in getting to know you better.)

1. Why did you decide to join the Center board?
2. What work on the board are you most proud of and why?
3. What do I need to know about the school district's history and politics for us to be successful?
4. What needs immediate attention?
5. Any feedback regarding the Pre-Entry and Entry Plan?
6. Who are three particularly influential community people from whom I should seek support for the school district? Why are those people included in your list?

Interview with the Cabinet Team

Individual Background Information (Please provide any background information that you feel would assist in getting to know you better.)

1. What is going well in the district and your department/area?
2. What do you anticipate will be a challenge we will need to address in your area during the upcoming school year?

3. Do you have the tools and resources to do your job?
4. How would you suggest the cabinet team address staff morale?
5. How do you believe the structure of the district organizational chart and cabinet framework is serving the district and the work in your department?
6. What has been the framework for how Cabinet members have communicated with the Board of Education and kept the Superintendent in the loop?
7. How can I as Superintendent support you? What can you share with me as I learn more about you as a professional? What does that look like as it relates to recognition, providing feedback, requesting information/data, addressing district and department issues, etc?
8. Anything you would like to share with me as incoming Superintendent that you have not been able to share in previous questions?

These questions were used during the information gathering process to form conversations.

Interview with District Leadership Team

Individual Background Information (Please provide any background information that you feel would assist in getting to know you better.)

1. Identified strengths of the school district or within your area of supervision.
2. Area(s) of focus identified for the school district or your area of supervision.
3. Method or expectation of communication with the Cabinet Team, Superintendent, Board of Education, etc.
4. Identify key stakeholders internally/externally to become acquainted with.
5. How best can the Superintendent support you in your position and assist with your professional growth?
6. What suggestions/considerations would you offer to ensure a smooth transition?

Interview with Principals

Individual Background Information (Please provide any background information that you feel would assist in getting to know you better.)

1. What are the distinguishing characteristics of your school?
2. How do you communicate and manage relationships with students, staff, and parents?
3. What are your school's strategic challenges and advantages?
4. What measures do you use to track the achievement and effectiveness of your improvement plans?
5. How much of the agenda is focused squarely on innovation and practices that support the learning needs of students?

6. How do you meet the needs of diverse learners?
7. How do you garner feedback from those served by your school?
8. How do you utilize data to support decision-making and innovation?
9. In what way(s) do you assess staff engagement and satisfaction?
10. What are your key instructional processes?

Interview with Community Stakeholders

Individual Background Information (Please provide any background information that you feel would assist in getting to know you better.)

1. What are the strengths of the Center School District?
2. What areas need improvement in the Center School District?
3. What would you frame as the greatest challenge in the Center School District?
4. What are the priorities of the district?
5. How can we raise the bar of academic success for all students and eliminate opportunity gaps?
6. What will it take to make the Center School District the best school district in the country?

Connect with Center School District Superintendent Dr. Yolanda Cargile:

 superintendent@center.k12.mo.us

 816.349.3310

 @csd58supt

 @csd58supt