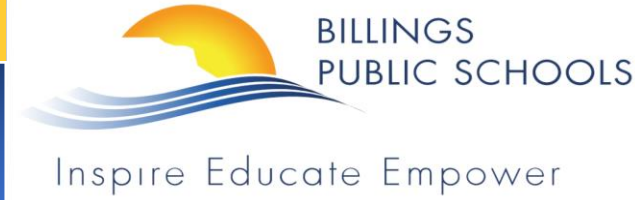


# BILLINGS PUBLIC SCHOOLS SUPERINTENDENT ENTRY PLAN



<b>Phase I</b> <b>Connect, Listen &amp; Learn</b> <b>0-30 days</b>	<b>Phase II</b> <b>Lead, Collaborate &amp; Triangulate</b> <b>30-60 days</b>	<b>Phase III</b> <b>Evaluate, Collaborate &amp; Cohere</b> <b>60-90 days</b>
<p>Create introductory letters and video messages to teachers, staff, administrators, parents, and community at large</p>	<p>Calendar ongoing meetings with Board President and individual meetings with Trustees. Participate in Board Retreat</p>	<p>Present consolidated 5-year strategic plan to board of trustees in Regular Board Meeting</p>
<p>Connect with board members one-on-one to establish lines of communication, understand aspirations, and learn about shared values</p>	<p>Collaborate, and triangulate quantitative and qualitative <u>input</u> to develop a 5-year strategic plan that aligns to Billings' mission and vision. We will have various stakeholders participating (principals, central office, parents, students, and community partners)</p>	<p>Monitor and adjust instructional framework through Calibration Walks (Community of Practice). Provide actionable steps in three areas PLCs, coaching &amp; feedback in what principals consider a problem of practice</p>
<p>Review the current budget and the process for its development &amp; alignment to the mission of Billings to time people and money. Conduct a document review of the following: board goals, board minutes, safety plans, accountability reports, curriculum audits, board policy, funded grants, facility audits, fiscal reports, bond reports, marketing plan, professional development plan, and demographic trends</p>	<p>Communicate findings of the Listen &amp; Learning process to the board and the community through various means. We will identify core the community's core values, goals, and aspirations. We will develop a Theory of Action and establish the district's commitments in connection to the board's goals</p>	<p>Survey principals, teachers, students, and parents/guardians around climate and perceived progress made thus far. We will tabulate data and inform the board and the community</p>
<p>Connect with cabinet members to understand current roles and responsibilities. Conduct a SWOT analysis to learn about current conditions, ongoing projects, and anticipated timelines (HR, budgeting, operations, curriculum, schools' office)</p>	<p>Establish protocols &amp; systems for round tables, ongoing meetings, and communication strategies to attend to principals, cabinet, central office, students, teachers, parents, and external stakeholders</p>	<p>Facilitate sessions for cabinet-level members to report on their progress in the implementation of the strategic plan. We will provide feedback and coaching for increased coherence, calibration, and alignment</p>
<p>Connect with principals at their campuses to understand successes and challenges around district support, funding, instructional program, school safety among other topics</p>	<p>Evaluate, support, and bring coherence to the current systems related to professional development, school safety, staffing initiatives, summer school, Pre-service, employee convocation, and the beginning of the 2023-2024 school year and beyond</p>	<p>Share the Billings Public Schools' 5-year Strategic Plan with various stakeholders through various means of communication-The What, So What, and Now What-</p>
<p>Conduct community stakeholder meetings around community expectations, and perceptions of current conditions. Connect with teachers, staff, and the Teachers' Union to gain insight into current conditions. Survey the community at scale to gain perspective.</p>	<p>Collaborate in the evaluation, triangulation, and development or refinement of the Coherence Model of the instructional framework and its alignment with the specific needs of students. The focus is to align Curriculum, Instruction &amp; Assessment and strengthen the capacity of leaders around inputs, processes, outputs &amp; outcomes</p>	<p>Build the capacity of the central office personnel, principals, teachers, staff members, parents, and students around the operationalization of the strategic plan. Help define roles and responsibilities to increase coherence and alignment</p>
<p>Review student data for all student populations, including various schools, subgroups, subjects</p>	<p>Collaborate with cabinet-level members &amp; their departments to internalize the commitments of the proposed strategic plan and help develop a theory of action, goals, measures, and strategies.</p>	
<p>Connect with students at various levels (high school, middle school, elementary) to understand their aspirations and the challenges they are currently facing</p>	<p>Facilitate principal-led presentations around school's goals and strategies based on their Campus Improvement Plans</p>	
<p>Establish lines of communication between Trustees and the Superintendent. Start an ongoing dialogue with local businesses, universities, civic members, and faith-based leaders</p>	<p>Communicate the progress made on the implementation of the entry plan. We will monitor and adjust accordingly based on the feedback received</p>	

