



Dr. Sonia Stewart

Superintendent Entry Plan

An experienced, courageous, and compassionate leader for Minneapolis' next season.



MINNEAPOLIS
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My Why



Personal Values



SERVICE

We serve one another with grace and care centering the needs of our students, staff, families, and stakeholders.



EXCELLENCE

We hold ourselves accountable to high quality standards in all domains of our work.



EQUITY

We believe that every student should have what they need to thrive and thus have the responsibility to eliminate barriers to their success.



COURAGE

We make challenging decisions. We do what is right for children.



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100 Day Entry Plan

Engagement, Equity & Excellence

MPS Values

- Equity, Representation & Anti-Racism
- Physical and Emotional Safety & Wellbeing
- Relationships, Trust & Communication
- Shared Decision-Making & Voice
- Transparency & Accountability
- Evidence-Based Strategies

Strategic Plan Goals

Academic Achievement

Every student achieves their full potential

- Excellent teaching and learning
- High quality educators
- Equitable resource allocation
- Evidence-based strategies

Student Well-Being

Every student's physical & mental well-being is addressed

- Robust whole child and whole family supports
- Inclusive and resilient culture
- Strong community partnerships aligned with student needs
- Safe and healthy schools

Effective Staff

Student-centered and equity-focused

- Every employee feels valued and connected
- Effective performance management systems
- Shared accountability structures
- Differentiated professional learning structures

School and District Climate

Welcoming, responsive & connected

- Culture rooted in connection and belonging
- Transparent communication
- Authentic engagement and partnership
- Trusting relationships

This plan intends to:

Engage: Provide stakeholders of all types, from each community, an authentic opportunity to engage with me directly; Listen with authenticity

Assess: Conduct a comprehensive review of the district departments and identify successes, challenges, and opportunities

Continue: Ensure that MPS maintains our focus on academic achievement, student well-being, effective staff, and a positive school and district climate

Lead: Communicate with transparency throughout the process

Entry Plan Goals

Ensure strong leadership transition aligned to an explicit focus on closing achievement gaps for students

Host community engagement events with diverse stakeholders to determine how people view the strengths, challenges and opportunities in MPS

Expand engagement methods to ensure interactions with all members within the community with intentional focus on underrepresented communities to ensure that their voices are heard and valued

Entry Plan Goals, Continued

Develop a trusting, collaborative, and productive relationship with the Minneapolis School Board

Work in partnership with union members to strengthen working relationships and build on a foundation of mutual respect

Learn more about authentic collaboration structures, interrupt unhealthy structures and embrace new structures

Foster enthusiasm and momentum for next steps in MPS mission, vision and strategic plan, while committing to make needed changes to ensure continuous improvement throughout the system

Entry Plan Engagement Questions

- What are the primary **successes** in MPS over the past 3 years?
- What are the primary **challenges** in MPS over the past 3 years?
- Describe the characteristics of your **ideal school**.
- What is needed to ensure that all students are **academically thriving**?
- What is necessary to ensure that all students **feel safe at school**?
- What barriers could I remove that would **help you be more successful**?
- What role should district play in the **support of schools**?
- What **commitments** are you willing to make to support a **successful transition**?
- How can we **improve student voice, agency, and experience** in MPS?

Pre-Entry

April – June 2024



To ensure a smooth transition into leading Minneapolis Public Schools, I will:

- **Identify** the school board priorities
- **Meet** with members of the senior leadership team to gather and assess information related to district operations
- **Collaborate** with the key stakeholders to develop a community engagement plan and deepen my understanding of the Minneapolis community
- **Compose** a draft of a comprehensive entry plan inclusive of a robust communications plan to inform stakeholders of early listening and learning events

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- **Visit several MPS schools** to meet with principals, teachers, support staff, and students
- **Meet with members** of the District Parent Advisory Council, Black, Hmong, Latino, Somali, and American Indian Parent Councils, Homeless and Highly Mobile Parent Council, and Special Education Advisory Council, Site Councils
- Meet with the **CityWide Student Leadership Board**, as well as identify additional ways to **engage student voice**
- Meet with local and state **elected officials**
- Engage with **community partners**
- Meet individually with **Board members** and establish regular meeting schedule
- Establish **regular engagement opportunities** with parents, employees and community members

Engagement

Authentic Partnership
with All Stakeholders

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Equity

Every student receives what they need to reach their full potential



- Evaluate **district equity priorities** and plan and identify next steps
- Initiate a **review of curriculum and instruction** focused on anti-racist, linguistically inclusive and culturally responsive priorities and practices
- Ensure that all students have access to **high-quality standards-based tier I core instruction** with opportunities for enrichment and remediation
- Review academic portfolio to ensure that district standards and curriculum are rooted in the **science of reading**, new math/common core **math** standards, next generation **science** standards, and **social studies** standards rooted in deepening knowledge and engagement in an inclusive democratic society

Equity Priorities, Continued

- Assess student access to **rigorous content and high-quality career tech opportunities** to ensure equitable opportunities for all students
- Conduct a root cause analysis regarding **persistent achievement gaps** and collaboratively determine next steps
- Examine **tiered behavior supports, social and emotional strategies, and restorative practices** to ensure effective support for students
- Review **hiring practices** to ensure commitment to equity is acted upon
- **Engage community** in support of our students, families and schools



- Evaluate all current district practices connected to **school safety**, including district safety protocols, school safety plans and protocols, to **ensure students and staff are teaching and learning in safe environments**
- Analyze district **fiscal health and management** to determine future actions needed to support ongoing capability and stability
 - Assess **district budget** to ensure that resources are equitably distributed, transparent, and aligned to stated commitments; specifically designed to significantly improve the experiences of students

Excellence

High Expectations with High Support

Excellence Priorities, Continued

- Assess **district leadership teams and departments** to identify successes and challenges
- Consider **talent development plan** and identify opportunities for enhancements
- Deepen understanding of the **District Transformation Plan** for facility use and redesign
- Investigate additional opportunities for **organizational efficiency**
- Assess organizational ability to **manage change**

Reporting Progress



During implementation of the Entry Plan, I am committed to:

- Track **progress** against communicated goals
- Communicate **key learnings** with transparency
- Maintain **accountability** for the transition and next steps
- Submit a **final report** to the board, MPS staff, families and community regarding how the findings will inform actions moving forward



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Feedback & Questions