



American
Cooperative School
of Tunis
SINCE 1959

ACST DIRECTOR ENTRY PLAN

Listen, Learn, Lead

Dr. Zak Palsha, Director
July 2023 - January 2024

Progress Update | January 08, 2024

Opening Doors, Hearts and Minds



Introduction

The ACST Board of Governors has charged me, as Incoming Director, with improving student growth and achievement for all students and making the school systems and processes more effective and efficient. During the selection process, the ACST Board of Governors communicated its priorities for the leadership qualities sought in a Director.

Those qualities included a proven track record of instructional leadership, a vision for equity and access, an ability to plan for and ensure continuous improvement, and a commitment to engaging the broad and diverse stakeholders of the ACST community so that student learning is enhanced.

ACST is viewed locally as an innovative and effective school. This proven track record of educational success for the students of ACST highlights the opportunity the School has to be even better in the coming years and expand the reach locally to regionally and eventually globally.

The purpose of the entry plan is to create an intentional and inclusive process for my transition into ACST. The process is designed to create ideas for sustaining (building on the good work that is currently happening) and strengthening ACSTs distinguished record of successes (looking to the future with improved structures and leadership).

This plan outlines the specific strategies that I will utilize to develop a deep understanding of what ACST is doing well, what areas ACST can improve, and how the community (both internal and external) can advise me in both of these areas.



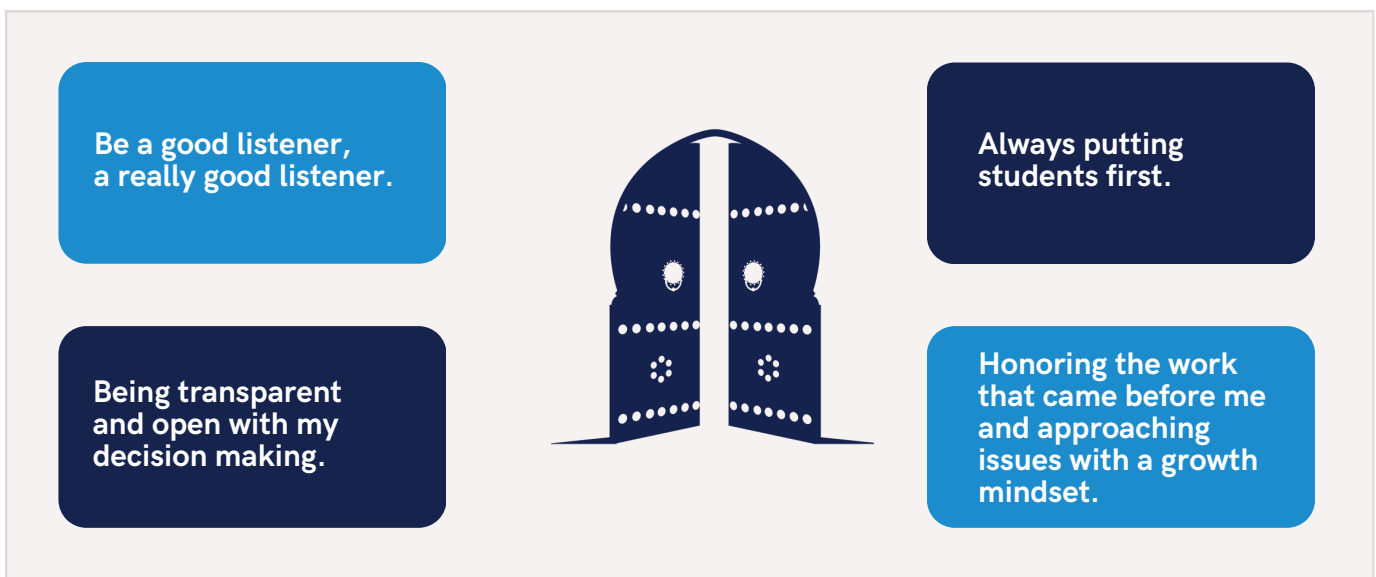
Transition activities

To effectively ascertain what is working well in the School and where there might be opportunities for growth, transition activities are geared toward active listening and authentic engagement. The following activities are the core components of the plan:

- Initial Transition Survey.
- Visit ACST throughout SY 22-23 .
- Classroom visits and Principal Walk-throughs. ·
- Meetings (group and one-on-one), and at least one retreat with the Board of Governors. ·
- Meetings (group and one-on-one) with key stakeholders: principals, community leaders, operational leadership, faculty and staff. ·
- Meet with US Embassy personnel and Officials, and identified stakeholders. ·
- Host community forums for parents, students, and educators.

My Commitments

Which come from ACST Survey conducted in September.





Entry Plan Goal Areas

Derived from the survey and the other transition activities.

Goal 01

Continue to develop and strengthen the governance team: Board-School Director Relationship.



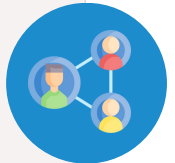
Goal 02

Gain a deeper understanding of the organizational capacity and efforts in ensuring students are academically, emotionally, and socially successful: ready for post-secondary pursuits.



Goal 03

Strengthen family and community engagement and enhance communication systems.



Goal 04

Promote and ensure a positive, collaborative, and constructive climate focused on student outcomes and operational efficiency.



Goal 05

To identify and analyze the critical issues at ACST that represent both barriers and opportunities for accelerating the performance of all students, staff satisfaction and smooth operations.





Pre-Entry Activities

Pre-Entry Activities (January 2023 – June 2023)

Progress

Attend all Board meetings and Executive Sessions.



Analyze survey results given in September.



Construct an Entry Plan to share with the community in July and/or August.



Build connections and begin to collaborate with direct reports.



Be engaged in conversations that will impact SY 23-24.



Data Key:



Completed



In progress



Not initiated



Goal 1:

Continue to develop and strengthen the governance team: Board-School Director Relationship.

Actions	Progress
Share entry plan for feedback, suggestions and guidance.	
Engage in one-on-one meetings with the Board members to deepen relationships, understand their aspirations for the school, strengthen dialogue and to strengthen our shared vision for ACST.	
Establish regular meeting time with the Board President and Vice-President.	
Engage in first retreat/professional learning on Balanced Governance.	
Be engaged in conversations that will impact SY 23-24.	

Data Key:



Completed



In progress



Not initiated



Goal 2:

Gain a deeper understanding of the organizational capacity and efforts in ensuring students are academically, emotionally, and socially successful: ready for post-secondary pursuits.

Actions	Progress
Meet with the ACST instructional leadership team to discuss achievement data; instructional program alignment to standards; capacity of short- and long-term professional development plans to meet the training needs of principals, leaders, teachers, and support staff, current goals; and priority action areas for the school.	✓
Conduct one-on-one interviews and review resumes of all direct reports.	✓
Host listen and learn forums for all staff to attend, being strategic in providing the space for staff to share their concerns, celebrations and aspirations in welcoming atmosphere.	✓
Ride a school bus route.	✓

Data Key:



Completed



In progress



Not initiated



Goal 3:

Strengthen family and community engagement and enhance communication systems.

Actions	Progress
Host listen and learn forums for the ACST community, students and families.	
Attend pre-existing meeting structures to engage the community (Key Communicators, PTO, and others).	
Arrange to meet with US Embassy Officials and start to develop a partnership.	
Conduct a review of the Communication Department processes, practices, structures, and outreach to the entire community.	

Data Key:



Completed



In progress






Not initiated



Goal 4:

Promote and ensure a positive, collaborative, and constructive climate focused on student outcomes and operational efficiency.

Actions	Progress
Develop a system for showcasing students, staff and school successes. Systematize structures for celebrations of students, staff, and community.	
Review policies and procedures on the operations side of the school-house and create a plan for recommended changes to enhance efficiency and operational effectiveness.	
Meet individually with leads of the major departments (Finance and Administration, Business Services, Human Resources, Teaching and Learning, Facilities, Student Support Services, Transportation, and Security/Safety) to be briefed on their current areas of responsibility, major initiatives underway with projected timelines, and major decisions that need to be made in one month, three months, six months.	

Data Key:



Completed



In progress









Not initiated



Goal 5:

To identify and analyze the critical issues at ACST that represent both barriers and opportunities for accelerating the performance of all students, staff satisfaction and smooth operations.

Actions	Progress
Meet with Leaders + Managers to review upcoming key requests for Board approvals, reports, and presentations scheduled for their departments.	
Review department project plans to understand how the School Director can sponsor the efforts.	
Analyze the fiscal year 2022-2023 budget.	
Review any pending legal matters.	
Get up to speed with the campus master plan.	
Conduct a comprehensive audit in key areas.	

Data Key:



Completed



In progress



Not initiated