

Superintendent's Entry Plan  
**THE FIRST 100 DAYS**



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## INTRODUCTION

“First seek to understand, then to be understood.” ~ Stephen Covey

It will be of primary importance to conduct a complete and thorough evaluation of all aspects of the district within the first 100 days in the position of superintendent. This will require countless hours of meetings, site visits, document review, study and research. The outline included is intended to begin to identify priorities within this complete evaluation. While it is difficult to identify priorities from outside of the organization, each objective listed will ensure that priorities are identified systematically while involving all stakeholders. Establishing a positive rapport with all stakeholders will be of the utmost importance. The foundation for a culture of trust and mutual respect is often formed upon first impression.

The following narrative is intended to bring clarity to each objective listed within the entry plan. It is clear that while these initiatives will begin within the first 100 days of the superintendency, most will extend well beyond. A large portion of the strategies listed are intended to be ongoing and cyclical; identifying quality leadership practice.

## OBJECTIVES

### **Objective 1 – Develop Key Relationships**

The success or failure of the new superintendent can hinge upon the relationships developed with the various stakeholders within the school community. I will work vigorously to ensure that I create a positive rapport with all constituent groups. Various meetings (as outlined) will be held on both an individual and group basis, as appropriate.

I will work with PTA/PTOs, SEPTA, and UPTC leadership to organize an opportunity (perhaps a breakfast) to introduce myself to the community. Within this forum, I will work to give parents and residents a sense of who I am and the vision that the Board and I have for the District. I will make myself available to answer questions, respond to concerns, and initiate future meetings with interested parties. This will be done with the goal of establishing effective communication and to demonstrate eagerness to be responsive to the input of parents and community.

During the first few weeks in the superintendent's office I will approach various civic leaders in an attempt to meet with various groups. This would assist in the process of forming strategic relationships within the community. Trust and transparency will be the key to success.

### **Objective 2 – Organizational Review**

This phase of the first 100 days will require a great deal of reading and review of District documents. It is important for the superintendent to be extremely well versed in all District materials listed within the outline. Meeting with members of the cabinet and leadership team will assist in this process. Individual job descriptions and responsibilities will be reviewed to gain insight into the organization.

The process of goal setting for school year will begin within this phase. It is important to first establish Board of Education goals. As superintendent, I will then establish my own personal goals based upon Board goals. Each member of the leadership team will be asked to do the same. Goals will be periodically reviewed during administrative meetings and personnel review. All members of the organization should be well versed in the goals set forth by the Board, including community members.

### **Objective 3 – Financial Review**

In the tax cap era, this will be one of the most critical components of the first 100 days. It will be imperative to gain a full understanding of the financial standing of the district, and any challenges that may be faced in the future. It is important to gain a sense of the comfort level of the Board in identifying targets for increases/decreases. The status of collective bargaining agreements is also an important aspect to review. A thorough review of reserve funding (both designated and undesignated) will also be key.

### **Objective 4 – Site Visits**

One of the priorities that I bring to the superintendent's office is the importance of high visibility. Throughout the summer, I will "tour" facilities to get a sense of the needs of each building and surrounding property. I will be a regular presence in each of the school buildings. I will meet with administration, instructional and support staff regularly. I will observe classrooms to get a sense of the level of student engagement and pedagogical practice. I will make recommendations to maximize student achievement (in all areas) accordingly.

One program that I will support during the initial few weeks is spending time in the cafeterias during student lunch service. This will help to establish myself as a visible presence within the buildings and build familiarity with the students (as well as support staff). Although I know this will be a time management challenge; it is important to take the time. I have always worked under the mantra that "paperwork will always be there, the buses roll at 3 p.m."

### **Objective 5 – Curriculum Review**

This is the phase of the process that may have the most profound effect on student achievement; therefore, it is of great importance. My background and experience in curriculum development and mapping will allow me to offer guidance, insight, and direction in the review and shaping of all curriculum documents.

I will implement a cyclical review process to ensure that all core curriculum and special areas are reviewed on a rotating basis, or as New York State mandates require. This process will be of particular importance as we move forward in implementing curriculum aligned with the Next Generation Standards and the revised 3-8 testing program in E.L.A. and Mathematics as well as the new Regents Exams and AP exams.

## **Objective 6 – Human Resources**

Within the first 100 days in the superintendent's office it will be of the utmost importance to familiarize myself with all aspects of human resources. One of the key elements of school administration is the ability to recruit, place and evaluate personnel. Probationary employees will be a focus of the first 100 days.

Beginning dialogue regarding expired/expiring collective bargaining agreements (as directed by the Board) will be paramount to creating a culture of collaboration within the organization.

It will be important to establish systems for reviewing certifications, licenses, civil service regulations and contractual obligations in a strategic and organized manner. District council will be used to gain a sense of any outstanding matters of litigation.

## **Objective 7 – Transportation**

Parents and students need to feel safe and secure as they are transported to and from school each day. The District needs to make certain that our transportation department is operating at a level of maximum efficiency without jeopardizing student safety. As superintendent I will certainly be at school buildings to observe and evaluate arrival and dismissal procedures to ensure the safety and welfare of all students and staff members.

An additional program I will implement is a process that would require riding bus routes myself (at student dismissal). This will give me the ability to gain first hand insight into the various routes and portions of the community that I may not be familiar. In addition, this will give me the opportunity to “shake hands” with parents awaiting students and distribute my contact information (business card) for those interested. Again, high visibility is of the utmost importance.

## **Objective 8 – Technology**

While I maintain a comfort level with all forms of technology, it is important to familiarize myself with the various systems in place within the District. I will seek to be trained in the student management system, finance management system, website updates, etc. in order to best incorporate technology into my daily practices. I will also perform a careful review of the instructional technology available to students and staff.

## **Objective 9 -- Public Relations and Communication**

Effective communication and public relations is a key aspect of each of the phases outlined above. It will be important to establish a positive working relationship with members of the local press, both printed and on-line. Maintaining consistent communication with parents and community through the District website, social media, newsletters, “virtual backpack”, etc. will be an ongoing top priority.

## SUMMARY

The plan is intended to be fluid and flexible. Input from the Board of Education and other stakeholders will certainly help to bring priorities into focus and assist in establishing a timeline for each objective. Although the tasks outlined above may seem daunting to some, I believe through hard work, collaboration, and determination; all goals can be achieved. The mission of the District should remain at the forefront of thought throughout each phase of the entry process:

### *The Great Neck School District Mission Statement*

The Great Neck Public School District provides an innovative and collaborative educational environment that supports academic excellence and the social and emotional growth of all students so that they may become life-long learners and compassionate, productive members of a diverse, global society.