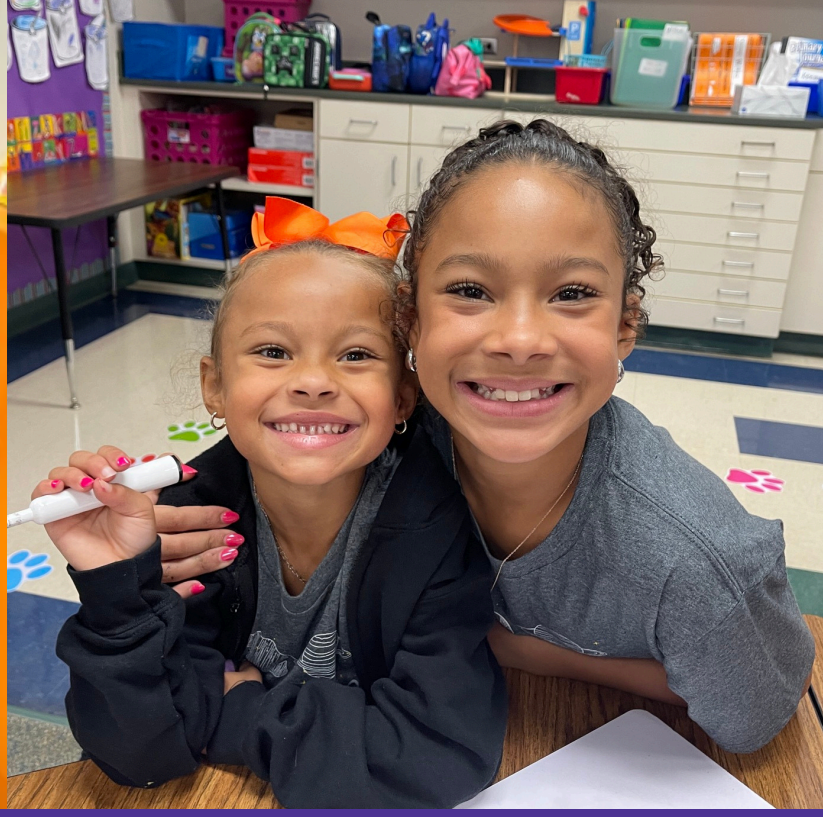




Superintendent Entry Plan

Dr. Kimberley James





INTRODUCTION

I am deeply honored for the opportunity to join the Willis ISD family and serve as your Superintendent of Schools. As a career educator, I have dedicated three decades to ensuring positive learning environments and strong academic outcomes for students in Texas public schools. I am proud to make Willis my new hometown and look forward to shaping the future for every student, teacher, leader, and family in WISD.

As Superintendent of Schools, my passionate intention is to serve as the community's lead learner. One of my core beliefs is that our school system becomes stronger when we prioritize listening to our students, staff, and families. I have spent my first month on the job meeting with staff and community members, and over the next few months I will continue to engage and collaborate with all of you, while also analyzing data to gain a deeper understanding of our district's significant strengths and opportunities for improvement. This entry plan lays out my foundation of priorities as I start my first full year as Superintendent for Willis ISD.

Our priorities moving forward are clear. We are dedicated to improving student academic achievement, building a strong system of governance by partnering with the board of trustees, enhancing our family and community engagement programs, building organizational capacity and alignment, and improving our talent, operations and finance systems. I am committed to working with each of you to make that happen.

To that end, I propose we focus on the following five pillars to ensure that all students graduate prepared for the bright future of their choice.

I look forward to **listening**, **learning**, and **collaborating** with you as we collectively write this next chapter for Willis ISD—a chapter I am confident will be filled with success stories of students graduating *prepared for the bright future of their choice.*



THE FIVE PILLARS

STUDENT ACHIEVEMENT

GOVERNANCE

FAMILY & COMMUNITY ENGAGEMENT

ORGANIZATIONAL CAPACITY & ALIGNMENT

TALENT, OPERATIONS, & FINANCE SYSTEMS





The "One Team, One Purpose" motto of Willis ISD deeply resonates with me. It is with this spirit that we will face our challenges, celebrate our successes, and strive to create a district where every student is empowered, every educator is valued, and our community is united in achieving our common goals.

GOALS

Student Achievement

Improve student academic performance by implementing evidence-based instructional strategies and increasing access to advanced learning opportunities, ensuring all students meet or exceed grade-level expectations.



Governance Team

Foster transparent communication, collaborative decision-making, and ongoing professional development to strengthen the school board's effectiveness and cohesion and enhance the district's overall governance.

Family and Community Engagement

Enhance family and community engagement by creating inclusive opportunities for stakeholder involvement, improving communication channels, and building strong partnerships that support student success and well-being.



Organizational Capacity and Alignment

Optimize organizational capacity and ensure strategic alignment by streamlining processes, clarifying roles and responsibilities, and promoting a culture of continuous improvement and accountability across all district levels.

Talent, Operations and Finance Systems

Strengthen talent acquisition, operational efficiency, and financial stewardship by recruiting and retaining high-quality staff, implementing effective operational practices, and ensuring transparent, responsible management of district resources.

These goals aim to provide clear direction and measurable outcomes for the Superintendent's first year, aligning with the Board of Trustees' priorities.

FOCUS AREAS AND TIMELINE

Phase I (September – October 2024)

Focus: Listening, learning, and building relationships

Our staff come to work each day because they care deeply about our students' success. Getting to know and hearing directly from staff across our district is central to my work as superintendent and will help improve our overall commitment to academic rigor and relevance. I will ensure they can communicate directly with me and schedule multiple opportunities to share suggestions, concerns, and celebrations on a regular basis.

Engagement opportunities for staff:

- **School Visits:** I will visit every school in our district to spend meaningful time at each one. These visits will include listening and observing classroom instructional practices, focusing on grade-level expectations. I will be in schools to learn firsthand the progress we are making in our classrooms and discover ways to more effectively support students, teachers, staff, and principals.
- **KJ Connect:** At least once each month, I will meet informally with staff at one of our schools to hear their ideas, concerns, and celebrations. KJ Connect could also be branded as a video update series for the public.
- **Super Sessions:** I will meet monthly, after school, with principals and assistant principals in small groups to learn how we can maximize the work being done within our professional learning communities to accelerate student learning while also meaningfully partnering with our families.

Engagement opportunities for families and students:

Those of us working in Willis ISD do so in service to our students and families. Listening to and learning from our students and families to understand their concerns and hopes for our district is not only critically important, it is also one of my favorite parts of the job.

- **Community Coffee Chats:** These informal monthly gatherings will allow students and families to share ideas about what works and what we can do better within Willis ISD. I will host them across all areas of the district to make them accessible to as many people as possible.
- **Student Advisory Council:** I will attend Student Advisory Council meetings to hear from students and develop a plan to reach out to more student groups across the district.
- **Town Hall Meetings with Trustees:** I will host town hall meetings with each Trustee to provide families with the opportunity to share their input. These meetings will be held across all areas of the district to ensure accessibility.

FOCUS AREAS AND TIMELINE

Connecting with community leaders and organizations:

I will meet with key community and business leaders and their organizations to gather their input for our district's next chapter. The goal is to learn about our established partnerships and explore new ways to work together to support our students and their families. These meetings will involve leaders from our diverse community including:



- Business representatives
- Non-profit leaders
- Higher education leaders
- Faith-based representatives
- Representatives from our diverse multicultural community
- State, county, and municipal elected officials
- Texas Education Administration (TEA) officials
- Superintendents throughout the State of Texas

Lunch and Learn: Once each month, I will invite teams from each of our central office departments to meet with me for informal lunchtime conversations where I can learn from them what they need and how we can improve our service and support of our schools.

Leadership Team: I will meet monthly with department administrators to discuss progress and challenges and learn how to improve department support to provide the best outcomes for our schools.

Phase II: October - December 2024

Focus: Analyzing Information & Collaborating with Staff

As I continue to gather information and input from students, staff, families, and our community, I will review and analyze the following data to develop a comprehensive summary report with recommendations. The following information will help identify our next steps and serve as another resource to inform our Board of Trustees:

- **Operational Budget:** Review and begin to analyze the annual operating budget to ensure budget decisions are aligned to our district's strategic plan goals and objectives.
- **Grant and Funding Structures:** Review grant and general funding structures, as well as enrollment trend data to assess the district's short- and long-term financial landscape.
- **Organizational Structures and Staffing Data:** Review organizational structures and staffing data to identify strengths and opportunities for improved efficiency, communication, and student success.

FOCUS AREAS AND TIMELINE

- **Student Data:** Begin to review and analyze student data in context to assess academic strengths, challenges, and inequities. Leverage multiple data sources (assessments, attendance, behavior, disproportionality metrics, student voice, etc.) to make informed decisions about system assets and challenges, including areas where opportunity gaps exist and where additional student and staff supports may be needed.
- **Processes and Systems:** Begin to review processes and systems that guide the distribution of resources and ensure that the allocation of resources aligns with student needs.
- **Professional Learning and Professional Learning Communities:** Begin to review and assess employee professional learning plans to ensure teachers and staff are empowered with opportunities to continuously improve.

Phase III: December 2024 - June 2025

Focus: Reporting Results & Launching Development of Our Strategic Plan

Reporting Findings and Observations:
I will present a comprehensive summary report to the Board of Trustees and community at our December 11, 2024 Board meeting, documenting what I have learned and providing recommendations to guide the development of our district's new strategic plan.

Launch Strategic Plan:
Using the findings from the summary report, we will launch an extensive strategic planning process in January 2025, culminating with the adoption of our new plan by the Board of Trustees by July 2025.

Extensive community engagement involving our families, students, staff, and community in defining our shared hopes for our children will be essential to the strategic plan development. During the strategic plan development, there will be many opportunities for staff, students and community members to be part of the process.

DELIVERABLES:

- Present Entry Plan to board members in closed session at September 11, 2024 board meeting.
- Provide a full schedule of opportunities for continuous feedback, collaboration, and engagement.
- Share an update at the October 9, 2024 Board meeting.
- Provide a comprehensive summary report to the Board of Trustees and community at the December 11, 2024 board meeting documenting what I have learned and recommendations for next steps.
- Build on the information in the comprehensive summary report and begin the development of a strategic plan in January 2025, to continue through June 2025.
- Present the 5-year strategic plan during the July 2025 Board Meeting.

CONCLUSION

As we write this new chapter in Willis ISD and focus on what matters most—educating our students—I am filled with tremendous hope and excitement for all we will accomplish together.

We have a solid foundation to build upon thanks to the dedication of our staff and the support of our community. We also have the opportunity and responsibility to improve our school system so all students graduate prepared for whatever path they choose for themselves.

I promise to communicate with you on our progress, own our mistakes when we make them, and always celebrate the successes of our students and staff.

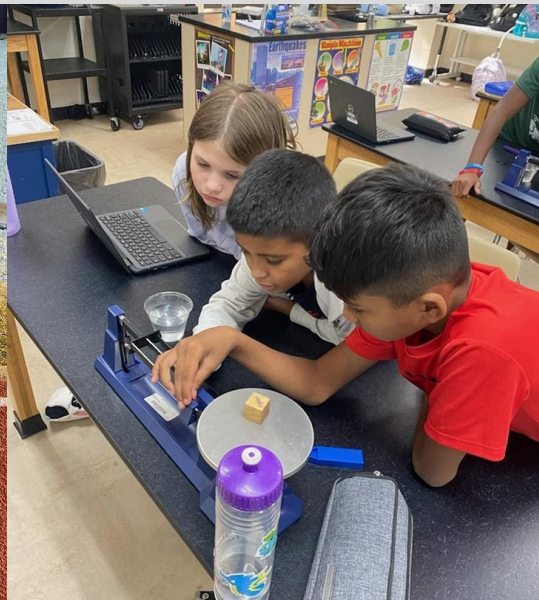
I am proud and grateful to be serving as your superintendent. Willis ISD is a district on the rise and the best is yet to come.

— Kimberley James, Ed.D.
Superintendent

I am committed to leading with integrity, vision, and dedication to the success of every student. Envisioning a future where every child reaches their fullest potential, I am excited to work alongside you as we support our educators, engage our community, and ensure our students thrive in an environment of excellence.

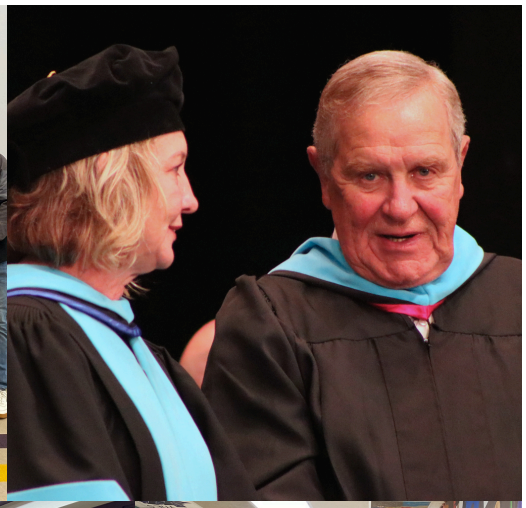


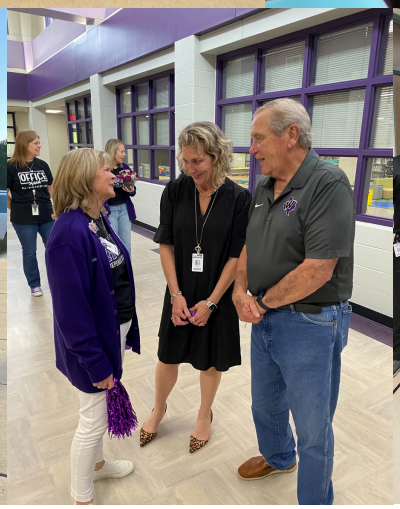










POWER FUELED

