

# SUPERINTENDENT'S ENTRY PLAN

DR. KAREN CLONINGER

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*"I believe we can change the world if we start listening to one another." - Margaret Wheatley*



LONGVIEW  
PUBLIC SCHOOLS  
CREATING THE FUTURE TODAY

# SUPERINTENDENT'S ENTRY PLAN

Dear Longview Community,

I want to express my heartfelt gratitude for the warm welcome I've received since joining Longview Public Schools. It's an absolute honor to step into the role of superintendent, and I'm thrilled to be part of such a vibrant and supportive community.

As I begin this journey, my top priority is to understand the unique values, traditions, and relationships that define Longview. I am deeply committed to learning about the hopes you have for your children and our schools, and to work together to achieve our shared vision for the future.

The purpose of my entry plan is simple: to listen, learn, and identify both our strengths and opportunities for continued growth. Through a thoughtful, phased approach, I'll be engaging with a wide range of stakeholders, ensuring that every voice is heard. This inclusive process will allow us to take strategic actions that align our resources with our ultimate goal—ensuring the academic success and well-being of every student.

Most importantly, my goal is to build a strong foundation of transparency and trust as we embark on this journey together. I'm excited to learn from you, collaborate with you, and work towards the future we share for Longview.

Sincerely,

Dr. Karen L. Cloninger



## SUPERINTENDENT'S ENTRY PLAN GOALS

### MISSION AND SYSTEMS

Learn about the organizational mission, vision and systems to better understand the strengths, barriers, and opportunities to ensuring students achieve academic success and social well-being.

### PROFESSIONAL COLLABORATION

Promote and ensure a positive, collaborative, and constructive culture focused on student academic success and social well-being.

### COLLABORATION WITH THE BOARD

Continue to develop and strengthen relationships and procedures that help the Board of Directors and superintendent promote student academic success and social well-being.

### COMMUNITY OF CARE AND SUPPORT

Gain a deep understanding of the safety, climate and needs of the district to create systems of support and direction for all schools in Longview.

### MEANINGFUL ENGAGEMENT

Learn about the norms, hopes, and expectations of our supportive community to best meet the needs of our students.



# KEY QUESTIONS

- 1. What are the systems in place that are best supporting student academics success and well-being?
- 2. What are they systems in place that best support safety?
- 3. What are the barriers to student success in Longview Public Schools right now?
- 4. What are the words you would use to describe the culture of Longview Public Schools?
- 5. What is one Longview Public Schools tradition that you never want to see go away?
- 6. What else would you like to share with me?



# PHASE 1

## LISTENING AND LEARNING

Not Initiated  In Progress Complete

**JULY**  
**2024**

This phase will consist of meetings and activities geared toward authentic engagement and deeply listening:

One-to-one and group meetings with district/department leaders, district staff, building leaders, school staff, and retired leaders.

Meet with community leaders, business leaders, university/college partners, education partners, elected leaders, and local service leaders.

Attend parent/family organization meetings (PTO, PTA, Booster Club).

One-to-one and group meetings with association leaders.

Participate in district and school events, and attend community events and community organization meetings.

Engage with local media.

Review policies and procedures, contracts, job descriptions, hiring needs, budget, safety plans, and construction and maintenance plans.

Review data from multiple sources.

Continue to develop a strong working relationship with the Board of Directors.

Site visits at all schools and programs.

Meet with student groups and establish student advisories at secondary levels.

Ride a school bus route.

Serve a school breakfast or lunch.

Nurture a culture of feedback and communication about progress toward goals (what is working and what is not working).

Join Rotary, Longview Chamber of Commerce, and other civic organizations.

Start an internal superintendent newsletter.

**NOVEMBER**  
**2024**

Continue to ask for and accept suggestions for ongoing meetings and community engagement opportunities.

# PHASE 2


## ANALYZING, PLANNING AND REPORTING

**DECEMBER**  
2024

This phase will focus on analyzing and summarizing the information gathered during the listening and learning phase:

- Outline findings and observations gleaned during one-to-one and group meetings.


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- Continue to review policies and procedures, contracts, job descriptions, and hiring needs for alignment to findings. 

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- Continue engaging with students, staff, families, and community members.

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- Identify strengths for sustainability and determine areas of opportunity for continued improvement. 

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- Report to the Board of Directors.

# PHASE 3

## ALIGNING RESOURCES AND TAKING STRATEGIC ACTIONS OR REFINEMENT

**2025**

This phase is about identifying areas for sustainability, refinement or renewal:

- Identify strengths for sustainability and determine areas of opportunity for continued improvement.

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- Verify that the district strategic plan provides the direction, actions, and ownership to achieve our goals for student academic success and social well-being.

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- Align resources and take strategic actions focused on our student goals for academic success and well-being.

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- Continue to engage with students, staff, families, and community members.

Not Initiated    In Progress    Complete

