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2024-2025

FIRST 100 DAYS

South Orange-Maplewood School District

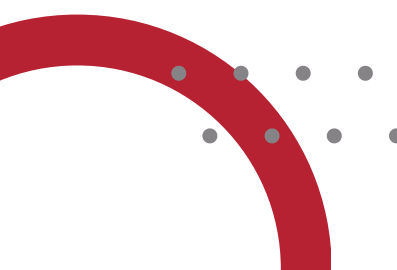
Jason Bing, Superintendent of Schools

CHARTING THE PATH FORWARD



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WELCOME MESSAGE

1

Dear Community Members,

I am thrilled to present to you our "First 100 Days Plan," a comprehensive roadmap designed to set the foundation for our future success and growth. As your superintendent, I am committed to ensuring that our district not only meets but exceeds the high standards of excellence we all strive for.

Over the next 100 days, we will focus on key priorities that will pave the way for lasting positive change. This plan outlines our goals, strategies, and actions to enhance student achievement, foster a supportive and inclusive environment, and strengthen our community partnerships.

Our journey together is just beginning, and I am confident that with your support and collaboration, we will achieve remarkable outcomes. This booklet will serve as a guide, detailing our steps and measures to ensure transparency and accountability throughout this period.

Thank you for your dedication and commitment to our shared mission. Together, we will create a bright future for all our students.

Sincerely,



Jason Bing
Superintendent of Schools



PERSONAL VALUES & BELIEFS

2

VALUES

WHAT'S
IMPORTANT
TO ME

1

INTEGRITY

2

EXCELLENCE

3

TEAMWORK

4

EQUITY

BELIEFS

- Education is a fundamental right that ensures equal opportunities for **every child**.
- **Every student** can succeed when their needs are acknowledged and addressed.
- **All children** deserve high quality instruction within a caring and supportive environment.
- Equity and Inclusion are essential for delivering excellent services to **all children**.
- By working together and building strong partnerships, we can surpass expectations for **every child**.



VISION & MISSION

VISION

The South Orange-Maplewood School District (SOMSD) has a vision to be a top-performing school system in the country by focusing on academic excellence, social equity, and responsiveness to its student needs.

MISSION

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The mission of the SOMSD is to empower and inspire each student to explore and imagine, to pursue personal passions, and to collectively create a better future by creating a learner centered environment through multiple pathways; reimagined structures, systems, and supports; innovative teaching; partnering with families; and maximizing community expertise and resources.

INTRODUCTION

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

A complete and thorough evaluation of all aspects of the district within the first 100 days in the position of superintendent is a primary focus. This will require countless hours of meetings, site visits, document review, study and research. This action, giving time and energy, when sustained, inspires and ignites others-it is what produces loyalty and commitment amongst staff; more than money and time off. When there is the feeling that leadership would be willing to give their time and energy to help colleagues, the seeds of trust are planted. Most valuable during the first 100 days will be the deep dive into the institutional knowledge of those closest to the district-board trustees, staff, parents/guardians and community. Whenever an organization undergoes major changes, such as leadership, knowledge sharing is a first step in reducing stress. An important purpose in a 100 Day Plan is to identify strengths and build upon them and then examine areas in which we need to grow. Effective leaders share what they know, ask knowledgeable people for help, and make introductions to create new relationships within their networks. They understand their role-to provide direction and intent by engaging others to help figure out what to do and how to get there.

The following outline is intended as a starting point in order to properly identify SOMSD priorities. At the core of each objective is the assurance that priorities are identified systematically and collaboratively involving all stakeholders, always keeping the idea that “All means All” at the forefront of our work. In other words, our efforts to improve academic and social outcomes must involve ALL stakeholders in order to impact ALL students. Establishing a “Circle of Safety” within SOMSD will be of the utmost importance. This means always putting people first through differentiation and meeting people where they are. It means putting a face behind each data point and understanding that student achievement, services, and experiences are the result of the employees who created, innovated and supplied them. This requires real, live human interaction so we all feel a part of something and develop trust and empathy.



SOMSD

INTRODUCTION

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The foundation for a culture of trust and mutual respect is often formed upon first impression thus making the “First 100 Days” Plan a cornerstone for success.

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.



SOMSD

OBJECTIVES

1) Develop Key Relationships

a. Board of Education

- Meet with Board President to plan entry and post 100-day retreat
- Meet with each board trustee individually
- Review current policies and those up for revision/adoption
- Establish systems for effective communication and evaluation protocol
- Provide board with weekly updates on 100-day plan
- Review protocol for Executive Session Agenda Setting
- Review protocol for public meetings (presentations, etc.)
- New Board Member Orientation
- Evolve vision and goals, begin discussion of “Focused” Goals for School Year, develop District Theory of Action
- Scan of Board minutes, correlate to mission, watch film
- Meet with NJSBA representative

b. Leadership Team

- Cabinet
- Principals, Supervisors, Directors, etc.
- Director of Communications
- Central office staff

c. Association Leadership

- Administration
- Teachers
- Paraprofessionals
- Clerical
- Custodial

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SOMSD

OBJECTIVES

d. Parents

- PTA/HSAs, SEPAC SOMA, SOMA Families Meet Up, et al.
- SOMA Athletic Boosters
- “Mug and Muffin” meetings at every school

e. Civic Leaders

- Local Legislative Representatives/Elected Officials/Village Council/Township Committee
- County Workforce Development Board/County Executive
- Police/Fire
- Community Service Organizations (Achieve Foundation, Coalition on Race, Chamber of Commerce, Rotary, etc.)
- Public Library
- Board Advisory Committees
- University/College Presidents
- Local Religious Leaders
- DFGs with similar student populations
- Children’s Cabinet (Harvard University)
- Other Groups as Advised by the Board of Education

f. Students

- Student Leadership Groups (“Superintendent’s Circle”)
- All Students (“Lunchtime visits”)
- School walkthroughs
- Student Recognition at Public BOE Meetings
- Annual school events
- PLCs

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SOMSD

OBJECTIVES

2) Organizational Review

a. Review of Key Documents

- Budget
- Policy
- Strategic Plans (Intentional Integration Initiatives, Fergus Equity Plans, SPED Corrective Action Plans, etc.)
- Collective Bargaining Agreements
- Procedure Manuals (“Handbooks”)
- Current Staffing
- Grants
- District Calendar
- New Jersey Performance Reports
- Special Education Placements
- Teacher/Administrator Evaluations
- Professional Development Plan
- RTI/MTSS Plan
- Student Code of Conduct
- Building Master Schedules
- LRFP (Long Range Facilities Plan)

b. Leadership Team

- Cabinet-level Group and Individual Meetings
- Group and Individual Meetings with Building Principals, Directors, etc.
- Begin Goal Setting for School Year (tied to BOE Goals)

c. Instructional Staff

- Meet with all Instructional Staff on Conference Day to Begin Year
- Begin Planning Professional Development Plan
- Arrange Individual Meetings with Teacher Leaders

d. Support Staff

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SOMSD

OBJECTIVES

3) Financial Review

a. Budget Review

- Line by Line with Business Administrator
- Individual Building Budgets with Building Principals

Individual Budget Review with Supervising Administrators

b. Review of All Business Office Protocols (Payroll, Attendance, etc.)

c. Review Long-term Planning Projects (Long Range Facilities Plan)

d. Review Capital Project Logs and Future Planning

e. Work with Facilities Director to Identify Short and Long-term Capital Priorities

f. Meet with Internal and External Auditors

4) Observations

- Visit all Facilities During Instructional Time
- Review Potential Capital Improvement Needs
- Meet with Building Clerical Staff
- Meet with Building Support Staff (Monitors, Aides, Kitchen Staff)
- Meet with Building Custodial Staff
- “Lunch with Students” (Cafeteria Visits)

5) Curriculum Review

a. Review all Curriculum Documents

- Introduce Curriculum Evaluation Model
- Measure Alignment with NJ Learning Standards
- Analyze/Establish Curriculum Review Cycle
- Investigate Curriculum Development protocols

b. Classroom Visitations

- Department Meetings
- Grade Level Meetings



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OBJECTIVES

6) Human Resources

- Evaluation Procedures (APPR)
- Tenure Process (Review of Probationary Employees)
- Negotiations
- Recruitment Procedures
- Seniority List

7) Transportation

- Review Transportation Schedules/Routes
- Superintendent "Ride-along"
- Observe Arrival and Departure Procedures, K-12
- Review Transportation Contract

8) Technology

- Become Familiar with all District Software
- Begin Posting Relevant Documents to District Website
- Connect-Ed/School Messenger Messages to all Families
- Review Social Media Accounts (Twitter Feed, Facebook Page, Instagram)

9) Public Relations and Communication

- Engage parents/guardians in communication field
- Meet with local press
- District Newsletter
- District Website/Social Media

10) Career and Technical Education/Workforce Readiness

- Review current CTE pathways/assess certification success
- Meet with industry professionals
- Review NJDOL data and projections
- Explore micro-credentialing
- Work-based learning opportunities
- Analyze current Dual Enrollment/Early College High School programs

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INITIAL STEPS

- Continue to learn about SOMSD and administrative team.
- Organize pre-meetings with identified stakeholders to discuss the game plan and listen for key expectations, core issues, and opportunities.
- Begin to map key stakeholders.
- Get briefed on the employee, culture, and communication ecosystem (meet with Communications Team).
- Prepare lift speech and solidify messaging platform.

MONTH 1

- Develop a stakeholder list for listening plans (LBL-Lead by Listening), outlining who I need to meet with to hear different perspectives and insights.
- Share listening tour protocol; listening to stakeholders and circling back to anyone who asked a question I could not answer in that moment.
- Develop an understanding of how communication happens in the district (Communications Team, Leadership Team, SOMEA, Parent Groups, and Board of Education). Understand both perspectives - senders and receivers.
- Reinforce expectations for initial days and weeks with Leadership Team and stakeholders, inclusive of what to continue to do and focus on.
- Arrange Stay Interviews.
- Participate in interviews and onboarding in order to experience what others feel.



WHAT WE VALUE



MONTH 2

- Continue Listening Tour (Lead by Listening).
- Work with Leadership Team to catalog initiatives; reach out to staff regarding initiatives for feedback.
- Identify short-term communications channels that will be utilized until Communication Plan is formalized.

MONTH 3

- Continue Listening Tour (Lead by Listening).
- Finalize communications plan and share with stakeholders.
- Schedule social events to interact with stakeholders.
- Refresh key initiatives/talking points such as Circle of Safety, what Equity is and isn't, et al.



WHAT WE VALUE

SUMMARY

I believe through hard work, collaboration, and determination; all aforementioned goals can be achieved. This plan is intended to be flexible and fluid. 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. The mission of the SOMSD should remain at the forefront of thought throughout each phase of the entry process.

As we embark on this journey together, I am confident that our collective efforts will drive us towards a brighter future for our students and our community. Let us remain committed to our vision, stay adaptable to the evolving needs of our district, and work tirelessly to ensure the success of every student. Thank you for your ongoing support and dedication. Together, we will make a lasting impact.

