



Purpose

Developing positive relationships, mutual trust, and respect with internal and external stakeholders is critical to my early success and transition into the role of superintendent of Carroll County Public Schools (CCPS). This document serves as a starting point, outlining what I believe will be important to know and understand in order to hit the ground learning. This process is designed to help me build on the successes of the school system, while exploring and understanding current and future initiatives, issues or concerns, as well as areas that can be improved. Following this plan will enable me to expedite my own learning through opportunities for conversation, feedback, and open and honest communication.

Outcomes

1. Establishing transparency: a summary of the information shared and observations collected from the outreach activities will be compiled and presented to the Board of Education.
2. Guiding tenants: learning gleaned from this process will be utilized to support and accelerate the successful implementation of the system's new strategic plan and to meet the core values and beliefs of CCPS.

Goals

Goal 1: Board of Education Relations

Objective – to develop a strong, collaborative relationship with the Board of Education in order to ensure success of the core values, core beliefs, and the strategic plan outcomes of CCPS.

Strategies:

- Collaborate with Board on entry plan including feedback and suggestions prior to implementation.
- Establish one-on-one meetings with Board members to develop relationships and learn more about their goals, perspectives, and aspirations for the system.
- Establish protocols and working agreements around regular communication, roles, responsibilities, and expectations with the Board.
- Meet with Board President and Vice President to explore Board – Superintendent professional development opportunities.
- Establish Superintendent evaluation process, procedures, timelines, and goals.

Goal 2: Community Engagement and Outreach

Objective – to connect with internal and external stakeholders to ensure clear understanding of the system’s current successes, opportunities, and challenges.

Strategies:

- Meet with students, teachers, principals, support staff, central office staff, and associations throughout the system.
- Develop a schedule for weekly visits to schools.
- Hold listening sessions throughout the system for parents and community members to hear views and suggestions for school system improvement.
- Join the Board of Education President in a town-hall style meeting with students.
- Schedule meetings with local elected officials, including county commissioners, state delegation, and congressional delegation.
- Schedule meetings with local media, civic associations, chamber of commerce, advocacy groups, philanthropic, and faith-based organizations.
- Develop an avenue for regular outreach to NAACP and minority communities.
- Reconvene focus groups from superintendent search process for feedback and further input.

Goal 3: Focus on Student Achievement

Objective – to identify student achievement issues in CCPS that represent both barriers and opportunities for accelerating the performance of all students.

Strategies:

- Analyze and identify patterns in student achievement data, including student proficiency levels among subgroups of students to build on successes and support areas of improvement in teaching and learning.
- Work with Cabinet members to evaluate the performance of all schools, their initiatives for improvement, and data to determine progress.

- Work with instructional team to analyze and review the current instructional program, practices, curriculum, and assessments. This includes access to rigorous courses for all students and equity of instruction and resources.
- Review data and evaluate current instructional programs and practices in place for students with disabilities.
- Review plans for professional development for summer of 2018 and for the 2018-2019 school year.

Goal 4: Critical Issues Analysis

Objective – To identify and analyze the critical issues in CCPS that have current impact and require immediate and ongoing understanding.

Strategies:

- Review the system’s safety and security plan, including plans for crisis communication.
- Analyze and review the FY19 Budget.
- Review past redistricting and school closure processes. Review criteria for decision making and current work of the Redistricting and School Closure Committee in advance of their presentation of recommendations to the Superintendent and Board in fall of 2018.
- Review and analyze CCPS enrollment projections for the 2018-2019 school year through the 2027 – 2028 school years.
- Review and provide input to the system’s new strategic plan.
- Review discipline data and examine strategies and programs in place for students with significant behavioral, mental health, and/or crisis needs, including teacher professional development needs, embedded supports, wrap-around student/family services, etc.
- Review and seek feedback for improving diversity of staff and cultural responsiveness and understanding of system employees.
- Brief with Superintendent’s Cabinet an overview of areas of responsibility and a list of major initiatives under way, potential areas of concern, and major decisions needed in the next three to six months.
- Review upcoming key Board approvals, reports, and presentations scheduled.
- Review of federal and state legislation, MSDE, or other mandates impacting CCPS.

Summary

The goals, objectives, and strategies of this entry plan are meant as a starting point to a successful transition in CCPS and to support and enhance the outstanding work already happening and identifying areas where more focus, attention, and improvement is needed. I fully recognize it takes everyone - the talented staff of the system, parents and community stakeholders—to continue to make CCPS an outstanding school system. I absolutely welcome and expect additional feedback, suggestions, and ideas regarding the important work ahead - I’m listening, and ready!