

Listening! Learning! Leading!



Superintendent Entry Plan

Dr. Mark Marshall | Proud Superintendent of Los Banos Unified School District | The First Hundred+ Days



Introduction

On May 11, 2017, the Los Banos Unified School District Board of Education unanimously selected Dr. Mark Marshall as its Superintendent. In that capacity, he oversees all aspects of the Los Banos Unified School District (LBUSD), which includes nearly 11,000 students, 1200 employees, and a \$120 million budget. During the extensive interview process, Dr. Marshall stated that if he were selected one of his first actions as superintendent would be to develop and implement a Superintendent Entry Plan.

A positive Superintendent Entry Plan is critical to the success for the new Superintendent and requires extensive short and long range planning. Its primary purpose is to provide a framework and the structure that will guide the Superintendent's entry to the Los Banos Unified School District (LBUSD). The tasks associated with the Entry Plan are designed to help Dr. Marshall gather critical information about the students, teachers and staff in the Los Banos community. Specifically, it affords him an opportunity to assess the district's strengths, challenges and opportunities for improvement. Additionally, the Entry Plan will assist Dr. Marshall in identifying critical issues in Los Banos, correcting weaknesses in the school district while respecting the work of the past; creating a network of contacts and resources that will assist him in the work of improving the LBUSD and establishing a strong community presence. It should be added that that the tasks associated with the Superintendent Entry Plan occurs simultaneously with the responsibility of operating the school district.

Dr. Marshall's Entry Plan to the Los Banos Unified School District has three stages:

- Stage I: Pre-Entry
 - May 11 – June 30, 2017
- Stage II: Entry
 - July 1 – September 30, 2017
- Stage III: Summary Report and Strategic Plan Framework
 - October 1 – December 14, 2017



Dr. Marshall's Goals are to:

1. Ensure a seamless transition of leadership with Dean Bubar
2. Provide a structure to listen and learn about the Los Banos Unified School District
3. Ensure that multiple stakeholder perspectives and voices are heard
4. Create the framework for a vision of the future and a strategic planning process
5. Establish a clear working relationship with the Los Banos Unified School District Board of Education
6. Create an instructional improvement process that results in increases in student achievement
7. Review the organizational structure, climate, budget, and key work processes to ensure proper alignment of resources, efficiency and effectiveness in meeting the educational needs of all students



8. Establish a clear working relationship with the Los Banos Unified School District Board of Education
9. Create an instructional improvement process resulting in increased student achievement
10. Review the organizational structure, climate, budget, and key work processes to ensure proper alignment of resources, efficiency and effectiveness in meeting the educational needs of all students.



Intended Outcomes

The expected results of properly executing this entry plan will include:

- A summary report of observations, findings, and a proposed vision for the future
- An outline of a five-year strategic educational plan for the Los Banos Unified School District.



Structure

Dr. Marshall will continue his efforts to listen to the community, learn about the school district, and begin to develop action plans for the future, in collaboration with the Board of Education. The following activities are the primary aspects of the entry plan:

- Comprehensive data analysis and document perusal
- Communication with the news media for reporting to the public
- Cultivating of a positive working relationship with the Los Banos Unified School District Board of Education
- Meetings, interviews, community forums, and school visits
- Utilization of outside expertise to analyze gaps in our performance

More specific information on the structures/steps follow:

A. Board of Education

The Los Banos Unified Board of Education and Dr. Marshall share a profound commitment to providing a quality education to the students in Los Banos. The Governance Team will collaboratively work to examine, discuss, and clarify expectations and reach consensus on the philosophy and mechanics of their working relationship. Through a series of individual meetings and collective dialogues, and at least one facilitated retreat, Dr. Marshall and the Board of Education will work to bring clarity to the following issues:

1. Norms of behavior and interactions
2. Shared vision, mission and values
3. Lines of communication
4. Appropriate roles and responsibilities
5. Mutual expectations
6. Performance evaluation criteria
7. Agenda setting.



Additionally, the Board of Education and Dr. Marshall will begin exploring concepts and values which will address the Mission of the LBUSD. Finally, the Board of Education and Dr. Marshall will work to develop a structure and timeline for strategic planning to ensure a Framework for Success for the next several years. This effort will be grounded in mutual respect, teamwork, and trust.



B. Meetings and Interviews

Dr. Marshall will conduct a series of meetings and key informational interviews to hear from critical members of the community, policymakers and others. Meetings will include, but are not limited to the following:

- Board of Education
- Central Office Staff
- Collective bargaining groups
- Community members/organizations
- Higher education officials
- Local Charities/Foundations
- Mayor , City Council Members, and other elected officials
- Parents
- Students
- Classified and Confidential Employees Groups
- Site Administrators



C. Community Meetings

Dr. Marshall will convene a series of Community Forums/Community Cafes. The purpose of the dialogues is to provide an opportunity for parents, community members, students, staff, and other interested stakeholders to provide input, ideas and their perspective on LBUSD.

D. School Visits

Dr. Marshall will make weekly visits to LBUSD schools. On the first day of school, Dr. Marshall and his Cabinet will join in welcoming our students back to school.



E. Data Analysis and Document Review

Dr. Marshall, working with his Cabinet, will conduct an analysis of performance indicators and examine a wide variety of data sources, particularly student achievement data, to discern trends, patterns, areas of accomplishment and opportunities for improvement. Consistent with the protocols set by the California Accountability System, student outcomes on standardized tests, value added data, and other relevant indicators in the district's most recent California Dashboard will be disaggregated by program and ethnicity, and carefully examined.

Consistent with a thorough analysis of: cash flow, ending fund balances, revenue streams, and unaudited actuals reports, LBUSD's operating and capital improvement budgets will be meticulously evaluated through the lens of effectiveness and efficiency, along with their alignment to the educational goals of the district and the needs of the students that we serve. The current budget development process will be assessed, as well as the performance of the central office in meeting their key performance goals and the service expectations of our stakeholders.

Written information and publications regarding LBUSD's current use of resources, personnel, organization, leadership and/or academic results will be carefully examined.



F. Communicating with and through the media to ensure public understanding of, and involvement in, the mission of the schools

Dr. Marshall will engage the local media outlets to introduce himself to Los Banos Community and deepen his awareness of issues important to the Los Banos Stakeholders. He will seek to better understand both the internal and external communications opportunities and environment in Los Banos. Finally, Dr. Marshall will attempt to partner with the news media in the discourse around educational improvement and providing optimal learning environments for students.





G. Additional Assistance and Expertise

Dr. Marshall, with approval from the Board of Education, will utilize outside expertise to assist in the evaluation and/or analysis of LBUSD functions, instructional initiatives and programs. If needed, these services may be obtained from local, regional or national businesses, universities, organizations, individuals, associations or foundations to assist with addressing improvement opportunities and exploring areas of accomplishment in the school district.



MOVING FORWARD

FINAL DRAFT

In summary, this Entry Plan will afford Dr. Marshall the opportunity to **listen**, observe, and **learn** from a variety of stakeholders while gaining an understanding of the context of the community and how it impacts the school district. It will also enable the him to continue formulating ideas and framing strategies to **lead** and ultimately transform the Los Banos Unified School District. The goal is to increase student achievement for all of our students while simultaneously closing the achievement gap and providing quality educational experiences for all of them.

Following the implementation and conclusion of this Entry Plan, a Summary Report will be created and presented to the Board of Education that outlines Dr. Marshall's findings and observations and sets timelines for corrective actions. Additionally, it affords the group an opportunity to modify the individual performance and district goals in Dr. Marshall's evaluation.

Acknowledgements/References

*It should be noted that many of the activities, concepts, and ideas in my plan are based on information obtained from noted authors and colleagues, in particular: "Entry: How to Begin a Leadership Position Successfully," by Barry Jentz and Joan Wofford; "Entry: The Hiring, Start Up and Supervision of Administrators," by Barry Jentz, Dan Sheever, Jr., Stephen Fisher, Meredith Howe Jones, Paul Kelleher, and Joan Wofford; "So Now You're the Superintendent!" by John Eller and Howard Carlson; "The First 90 Days", by Michael Watkins,, Dr. Vincent Matthews's *San Francisco Unified School District Superintendent Plan of Entry*, and Dr. Alan Ingram's *Superintendent's Plan of Entry for Springfield (Mass.) Public Schools*.*