

Pre-Entry & First 100 Days

December 2022–
November 2023

Prepared For
SMITHVILLE BOARD
OF EDUCATION

Dear Smithville District Staff, Families, and Community Members,

I am humbled and honored to have been chosen to come back home and serve this tremendous district and community. Smithville School District has a reputation as a leader in education, and it has been great to see the growth that is and will continue to occur within our community. My family and I couldn't be happier to be part of SSD.

Since my first day as a math teacher 21 years ago, my career has been dedicated to ensuring all students reach their goals and dreams. My focus as the Superintendent will continue this focus with the addition of ensuring every student grows academically and meets the competencies Portrait of a Graduate.

My commitment to you is to listen, engage with this community, and develop opportunities for all of us to work collaboratively to build us to a premiere school district of choice.

To that end, the goal of this 100 Day Plan is to provide as many opportunities as possible for me to interact with our community and to hear and learn from students, parents, employees and community members. It is my responsibility to first listen and gain an understanding of the community, its values, and goals. It takes all of us working collaboratively and interdependently to reach our goals and aspirations for SSD students.

The plan is organized around four goals, and each will be directly impacted by the new Strategic Plan which was approved by the Board in May. This plan is based on the indicators shared through the Strategic Planning process and I will be sharing monthly updates with the Board of Education.

I look forward to getting to know this community, meeting you and hearing your thoughts.

It's a great day to be a Warrior,

Mark Maus
Superintendent
Smithville School District

Building on a **TRADITION OF EXCELLENCE** in a community filled with **WARRIOR PRIDE**, the mission of the **SMITHVILLE SCHOOL DISTRICT** is to educate and prepare **ALL STUDENTS** for their **FUTURE** by providing **RELEVANT, ENGAGING OPPORTUNITIES** for **EACH STUDENT** to reach their **UNIQUE** and **FULL** potential.

Tradition. Compassion. Pride.

Purpose:

The purpose of this entry plan is to establish a set of activities that will guide the Superintendent's transition. All district-level leadership transitions are very important, but the transition of the Superintendent is of the highest importance in relation to Board expectations and relationships, community relationships, team building, operational and systems awareness, to name a few. While the plan is designed to gain understanding and assess organizational effectiveness, it is also designed to develop a network of contacts and build relationships throughout the district to assist in the work of supporting SSD on its journey to move from being a great school district to a premier school district in the state. The plan focuses on listening and learning to develop a deep understanding of where Smithville School District is and where community partners, families, and staff want to see the district go in the future. The activities herein are developed as a blueprint for entry; as with all plans, adjustments will be made during the implementation of this plan. This plan is intended to provide transparency and communication to families, staff and community members.

Goals:



Ensure all students grow academically each year and have relevant, personalized experiences based on their strengths and interests.



Develop and strengthen community engagement while increasing communication with the community to develop a broad understanding of Smithville and Smithville School District.



Foster effective District Governance while developing a strong relationship with the Board of Education.



Develop efficient and collaborative processes to ensure our district is focused on the board goals and we are effectively communicating with families, staff, and community members.

Outcomes:

Begin a lasting partnership with the Board of Education, staff, families, key community and business leaders/partners.

Develop procedures and best practices with key district and building leaders to guarantee systems are built to support every student's academic growth.

Continue to refine district communication processes to meet the needs of students, families and community leaders while understanding each group has unique needs.

Pre-entry Plan (January 2022 – June 2023)

Review critical documents such as student achievement data, survey results, contracts, organization charts, Board minutes, policies and procedures, operating budgets, results from audits for finance, special education, other grants, etc.

Complete draft Entry Plan alongside the Board of Education focused on shared outcomes.

Meet with Board President and individual Board members to deepen relationships and broaden perspectives.

With the guidance of the Board of Education identify ways to support the April Bond initiative.

Create a transition plan with the interim superintendent and develop a plan for ongoing communication.

Meet one-on-one with every principal and central office administrator to develop relationships and understand each of their roles.

Request job briefs from department heads (major responsibilities, projects, upcoming and long-term work, accomplishments, names and roles for direct reports).

Email all staff introducing myself.

During second semester plan time to visit each building and connect with staff members.

Meet with candidates for the upcoming Board of Education election in April.

Strategically attend meetings (Board meetings, Strategic Planning Meetings, interviews, etc.).



Ensure all students grow academically each year and have relevant, personalized experiences based on their strengths and interests.

Establish a monthly time to meet with the principals to ensure open dialogue/feedback about our Strategic Planning implementation efforts between buildings and central office.

Develop an understanding and plan for bringing the Portrait of a Graduate to life in all classrooms.

Create a calendar to visit each building and department to listen and learn from the staff while sharing the new Strategic Plan.

Meet with district's instructional leadership team to review disaggregated achievement data, AYP status of schools, instructional program alignment, and current goals and priority action areas for the district.

Determine how comprehensive and research-based the current curriculum is and to what degree it is aligned between grades and assess the fidelity with which the curriculum is used throughout SSD.

Understand current practices of Real-World Learning experiences in SSD and what opportunities there are in the future to expand opportunities.

Assess current professional development practices and capacity for meeting the training needs of principals, teachers, classified staff and central office staff; determine how training is impacting the classroom and what opportunities there may be to improve.

Determine what monitoring is used in SSD to ensure all students are performing at grade level, especially in reading level and mathematical fluency, or are receiving appropriate, targeted interventions. Evaluate the use and effectiveness of current formative assessments to ensure fidelity to the instructional program and as an accurate assessment of student growth using a metric-based system.

Establish a Superintendent Advisory Council to learn directly from students about their experiences both in and outside of the classroom; and how the Strategic Plan is supporting their learning.



Develop and strengthen community engagement while increasing communication with the community to develop a broad understanding of Smithville and Smithville School District.

Attend pre-existing meeting structures to engage the community (Chamber of Commerce, Rotary, PTSA Council, City of Smithville and others).

Meet with key community leaders, including those from local service organizations and businesses, faith-based organizations, Rotary, Kiwanis and the Chamber of Commerce. Arrange meetings within the first 60 days.

Arrange to meet the mayor and the city council, and state legislators.

Engage in nontraditional outreach to parents and community; develop a system for ongoing outreach via monthly meetings.

Join Rotary, Smithville Area Chamber of Commerce, and other civic organizations.

Conduct a review of the current communication practices, structures, outreach, and feedback system to the entire community.

Meet with Smithville Police Department to deepen our collaborative practices and continue the focus on safe schools.

Key Questions to ask all stakeholders to consider:

What are the strengths of SSD?

What are opportunities for SSD?

As financial responsibility is imperative, what are the priorities of the district?

How can we raise the expectation of academic success for all students and ensure there are no achievement gaps?

How would you describe a “premier school system” as a standard for SSD?



Foster effective District Governance while developing a strong relationship with the Board of Education.

Engage in one-on-one meetings with board members to deepen relationships, understand their aspirations for the district and establish our shared vision for the school district.

Establish a regular meeting time with the Board President and Vice President.

Engage in first retreat/professional learning on Policy Governance.

Partner with the Board President and Vice President to plan the first Board Retreat to gain clarity on communication protocols, roles and responsibilities, norms of behaviors and interaction, expectations for the first year, agenda setting, future retreat dates, and calendar professional learning opportunities for the Board Superintendent Team.

Develop and utilize appropriate communication protocols and expectations between the Board and the Superintendent.

Understand current practices and establish a new communication protocol to implement during the upcoming school year a structure and/or expectations for responding to stakeholder concerns, comments and feedback.

Calendar Board/Superintendent school visits.

Develop a process to continuously connect with each board member on a one-to-one basis. Goal of meeting with at least two board members each month.



Develop efficient and collaborative processes to ensure our district is focused on the board goals and we are effectively communicating with families, staff, and community members.

Determine how communication and decision-making will occur with Cabinet, establishing meeting protocols and systems designed to focus on increased student achievement and continuous improvement.

Conduct one-on-one bi-weekly meetings with each Cabinet member.

Initiate plans to establish key metrics and customer service goals for each functional unit to ensure the performance of central office can be determined and measured with alignment to core function and support for student achievement.

Gain a deeper understanding of the POAC training, and how we ensure all staff and students participate in the training to deepen our own growth and development.

Identify how POAC experiences are impacting our students, staff and culture of our district.

Examine how much autonomy and authority principals have in the current organizational structure and determine how much access and opportunity they must have to play key roles in decision-making.

Plan an initial July retreat with Cabinet members to review accountability plans for all functional units, clarify process and progress toward improvement with strategic plan.

Plan a second Cabinet retreat and mid-year check in November to ensure alignment, check in on goals and identify opportunities we can continue to grow and support staff and students.

Ensure all necessary plans and preparations are in place for an outstanding opening of school; establish protocols for assessing effectiveness of the opening of schools.

Meet with all leadership members at the beginning of August to clarify expectations and ensure we have a clear understanding of goals for the 2023-24 school year.

Develop relationships with the organizations we work with through contracted services to understand our partnership and deepen my understanding of our partnership (ex. OPAA! Food Management, DS Bus Lines, etc.)

Identify the current state of the district's financial standing along with goals of increasing compensation for certified and classified staff and how to move forward effectively.

Summary of Report Findings:

In cooperation with the Board of Education and EGL Association, this 100 day entry plan provides guidance and focus for me as the next Superintendent of Smithville School District. There will be monthly updates of the report provided to the Board. During the December 2023 Board of Education meeting, a summary will be shared with the Board of Education and posted on the district website as a reference for the community. A communication and summary will be shared with the staff as well.

