



SUPERINTENDENT ENTRY PLAN 2019-2020

Our Mission

To support and engage students in challenging, diverse learning opportunities to prepare them for productive and meaningful lives in a changing world

WEST LIBERTY COMMUNITY SCHOOL DISTRICT



SUPERINTENDENT ENTRY PLAN

Dear West Liberty Community,

It is a pleasure and honor to have the opportunity to lead the West Liberty Community School District (WLCSD) and to commit myself to the Board's statement which articulates the overall goal broadly and clearly: *West Liberty Community School District partners with families, staff and community members to develop our students' abilities and make possible the discovery and pursuit of their dreams to the benefit of the grater society. We strive to provide a nurturing, comprehensive and innovative approach to education and graduate successful, curious, creative, lifelong learners ready to confront the challenges of their time.*

In addition, the Board's Mission statement explains how this will be achieved: *The mission of West Liberty Community School District is to support and engage students in challenging, diverse learning opportunities to prepare them for productive and meaningful lives in a changing world.*

This document is my entry plan. In it I will provide the framework for my strategic activities covering my first 180 days as superintendent. My entry plan and work as a superintendent will be guided by a "student centered philosophy with the purpose of empowering an identifiable academic culture and maximizing the unique assets of the community."

I will be using a structural plan and process to guide my work during my first 180 days. It is critical that we learn as much as possible, what is and isn't working with the purpose to leverage momentum creating a coalition willing to realize the Board's mission to maximize academic achievement by every student in every school.

I look forward to our journey together towards success!

Sincerely,

Diego Giraldo, Ed.D.



Goals for the Entry Process

This entry plan sets the following goals and addresses pre-entry and entry activities for each one.

1. To build organizational efforts and align resources in a set of common goals and priorities aimed to accelerate student growth.
2. To establish and promote the district's strengths and opportunities, building trusting and collaborative relationships with the West Liberty Board of Education, schools and community members.
3. Identify a set of strategic actions increasing organizational and professional growth with financial effectiveness fostering learning environments ensuring high performance and support to schools.
4. Establish and promote a highly effective management structure with processes and practices that support teachers and students in the classroom.

Stage 1 : Pre-entry actions and Transitioning – June / August 2019

I will be visiting the district's offices prior my official start date. My main goal during this stage is to start building an understanding of the office, ensuring a smooth transition for education and operations. I will be meeting with community members, key elected officials, community leaders, the previous superintendent, and district staff to learn more about the district and identify key stakeholders for the next phase – Listening and Learning.

Stage 2 : Listening and Learning – September / October 2019

During this stage, I will be meeting with a variety of stakeholders with the purpose to strengthen the district's strategic plan and office goals. My main goal is to better understand the district's opportunities, challenges and strengths. This is a critical stage because I will hear from students, teachers, principals, staff, parents, community members and others utilizing multiple communication channels. My goal is to reach a deep understanding about the community analyzing multiple perspectives and ideas. I will be analyzing a variety of school and district data to better understand the current state.

Stage 3 : Planning – November / December 2019

During this phase, I will use the data I collected from the listening and learning phase to identify goals in alignment with the district's strategic plan. My priority is to create goals to implement the district's aspirations and strategic priorities. I will convene strategic focus groups to reach the district's goals and objectives, determine strategic actions and manage routines towards an effective implementation.

Core Beliefs

A Focus on Learning, Teaching and Leadership

Continuous improvement is essential if we are to provide a high-quality education for all students. It is important to continuously analyze and improve our teaching practice and leadership effectiveness. Good teaching is essential, and it happens with the ongoing guidance of a strong school leader.

Commitment to Equity

We must provide a high-quality education to all children building on their strengths, addressing their needs, preparing all children to reach their full potential. To achieve this goal, we need to be effective by removing potential barriers, being fiscally responsible and finding feasible solutions to problems that prevent students from reaching success.

Ongoing Improvement Utilizing and Analyzing Data to Focus on Results

To achieve success, we must work hard and dedicate time to identify practices that are already producing results. It is essential that through this identification process, alignment with the district's strategic goals and priorities are recognized.

Collaboration

To accomplish and reach our goals, we need to work collaboratively towards a common purpose and objective. As an effective leader, I will be listening for understanding and carefully evaluating multiple perspectives to make assertive actions. Engaging a variety of stakeholders, capitalizing from our diversity and creative pathways to success.

Process Detail

STAGE 1 – Transitioning

- Build working Relations with the Board of Education that is anchored in a set of common goals and priorities aimed at accelerating student growth and eliminating achievement gaps
- One-on-one meetings with community leaders and elected officials
 - Learn about their priorities and partnerships with the school district
 - Meet with local businesses
- Analyze student achievement data, financial data and a variety of performance indicators for operational and educational areas
- Work with previous superintendent to make major decisions during the transition and fill critical positions

STAGE 2 – Listening and Learning – Entry

- One-on-one meetings with direct reports reviewing priorities, program management, visit classrooms, progress to date and effectiveness
- One-on-one meetings with cabinet and managers to review priorities, progress to date and effectiveness
 - Strategic areas include, but not limited:
 - Curriculum, instruction, assessment and interventions
 - Strategic planning implementation support
 - Management strategies
 - Professional learning every Wednesday
 - Leadership
 - Wildly Important Goals and data
 - Technology Strategic Plan
 - Transportation
 - Special Education
 - Gifted and Talented
 - Dual Language
 - English Language Learners
 - Meet with key strategic groups to discuss strengths, opportunities and challenges in the district:
 - Principals Goals/Objectives (Early Learning Center, Elementary, Middle, High School)
 - Teachers and support staff – Wednesday PD (Early Learning Center, Elementary, Middle, High School), Operations
 - Parent focus groups – focus, Parent organizations
 - Students – meet with student leadership groups, focus groups, sport teams

Process Detail (continued)

- Community
- Community organizations
- Union leaders
- Faith leaders
- Elected officials
- Business leaders
- University partners
- Local media
- Founders

STAGE 3 – Planning

- Align the organizational structure to strategic priorities
- Develop a process and timeline for discussing progress on leading indicators towards achieving our strategic plan
- Establish a meeting structure with central office and cabinet process & practice
- Review plans, goals and objectives with cabinet and prepare implementation

Conclusion

The entry plan is a living document that will be adjusted as needed based on feedback, process and new learning. It is essential to dedicate the time to reflect on progress and identify the best strategic steps to move forward. Our students are our priority!