

Editor's Note: This is a less traditional entry plan, but very effective. I was developed by an experienced superintendent and used successfully to move from a second superintendency to a top tier superintendency. Each place where you see [] is where an actual name or entity was inserted, thus giving the document a very personal feel.

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INITIAL ENTRY PLAN

[Name] School District

[Name]

[Date – month/year]

Purpose:

To better understand the breadth and variety of the [District] School Community. To listen and share ideas, perspectives and expectations among community stakeholders.

OBJECTIVE 1

To become acquainted with staff, students and programs at each school site.

OBJECTIVE 2

To identify strengths and weaknesses of educational programs at each school site.

Procedure for Objectives 1 and 2

Visit each school site for two hours each. It is expected that the superintendent will make a minimum of 10 visits to each school between September 1 and December 31. Principals will provide an in depth tour of the facilities. Superintendent will then briefly observe teachers and students in selected classrooms as time permits. A one-hour conference with the principal will follow the initial visit. The first visitation will be announced ahead of time. Subsequent visits may not be announced.

OBJECTIVE 3

To become acquainted with all members of the Board of Education and their perspective of the District's strengths and challenges.

Procedure for Objective 3

Conduct one-hour meetings with each Board member and select former Board members with guidance of the Board President and Vice President. Regularly review progress and observations stemming from the Entry Plan process. Provide the Board with a written status report on the Entry Plan results at three months, six months and twelve months.

OBJECTIVE 4

To determine effectiveness of school programs as related to student outcomes.

Procedure for Objective 4

Review all standardized test results and recent School Report Cards. Review all recent and future plans for staff/curriculum development. Meet with the Curriculum Council.

OBJECTIVE 5

To become better acquainted with each administrator/director/supervisor in the district and to establish their expectations of the superintendent and for the superintendent to establish expectations of the individual administrator/director/supervisor.

Procedure for Objective 5

Superintendent will arrange a one-hour conference between September 1 and October 1 with each of the following:

- Assistant Superintendent for Business – [Name]
- Assistant Superintendent for Instruction – [Name]
- Director of Human Resources – [Name]
- Principals [Names]
- Director of Special Programs – [Name]
- Director of Transportation – [Name]
- Director of Facilities and Operations – [Name]
- School Nutrition Director – [Name]
- Athletic Director – [Name]
- Director of Instructional and Support Technology – [Name]
- Director of Staff Development – [Name]
- Community Relations Coordinator – [Name]

OBJECTIVE 6

To become familiar with district level planning, policy, handbook and regulation documents.

Procedure for Objective 6

Review all current strategic planning documents and initiatives including the plan for excellence. Review all district policies, handbooks, etc.

OBJECTIVE 7

To become familiar with current or potential “key communicators” and representatives of important community organizations.

Procedure for Objective 7

Meet individually and/or in small groups with each key community representative or group. This may include local government officials, clergy, Chamber of Commerce members, editor of the [local newspaper], etc.

OBJECTIVE 8

To communicate to the entire staff my vision for the district and the changes necessary to accomplish certain objectives.

Procedure for Objective 8

Send a letter to all staff during the month of August in preparation for school in September. Address the entire staff on a conference day in September for approximately one hour.

OBJECTIVE 9

To become better acquainted with Presidents of each union/association represented in the district to establish a positive and respectful working relationship.

Procedure for Objective 9

Review each negotiated contract. Establish one-hour meetings with Presidents of each union/association before October.

OBJECTIVE 10

To become familiar with school attendance zones and neighborhoods in the district.

Procedure for Objective 10

Accompany Transportation Director [Name] on a minimum two-hour driving tour of the district.

OBJECTIVE 11

To become better acquainted with the goals and objectives of the district's PTOs and district/site level shared decision making groups.

Procedure for Objective 11

Obtain copies of the by-laws for PTOs and the District's SDM Plan (with updates) as submitted to the State Education Department. Attend at least one meeting of each of these groups within the first year. Meet with the PTO officers and building representatives for at least one hour.

OBJECTIVE 12

To become familiar with the quality of athletic teams/music/co-curricular groups, the conduct of coaches/directors, and the extent of student and parent participation in attending events.

Procedure for Objective 12

Throughout the school year, attend events representing a variety of groups and activities. Attention will be given to different levels, boys' and girls' teams, sport seasons, and venues. Meet with directors/chairpersons (e.g., music, etc.)

OBJECTIVE 13

To become better acquainted with support staff (e.g., custodial, cafeteria, aides, drivers, etc.) and to establish the superintendent's expectations for their responsibilities.

Procedure for Objective 13

Establish one-hour meetings with all of the aforementioned groups.

OBJECTIVE 14

To establish working relationship with the administrative team; to develop a vehicle for clarifying issues, and establishing administrative procedures and regulations; to improve two-way communication; to provide direction for operations of schools, etc.

Procedure for Objective 14

Conduct two-hour (maximum) meetings every week for the administrative team.

OBJECTIVE 15

To develop a team approach in preparing for Board meetings and to debrief action taken by the Board at regular and special meetings.

Procedure for Objective 15

Schedule 30-minute meetings with select members of the Administrative Team on the day of and day after each Board meeting. Meet with BOE for developing consensus agendas.

OBJECTIVE 16

To become acquainted with principals/headmasters of private/parochial/charter schools in the immediate area.

Procedure for Objective 16

Host regular continental breakfast meetings with representatives to discuss mutual concerns.

OBJECTIVE 17

To review all litigation cases confronting the district.

Procedure for Objective 17

Arrange a meeting with school attorney(s) for review and updates before October.

OBJECTIVE 18

To become better acquainted with the leadership/representatives of select secondary student organizations.

Procedure for Objective 18

Meet with select secondary student groups for at least an hour each.

OBJECTIVE 19

To provide orientation for all realtors in the district as to strengths of the school program while gathering their perspective on the school program to encourage their clients to enroll in our public schools.

Procedure for Objective 19

Host a continental breakfast for area realtors. Prepare a package of school information, including educational programs, and respond to questions. This meeting will be scheduled prior to March.

OBJECTIVE 20

To become better acquainted with local college officials for the purpose of improving articulation of high school students to colleges.

Procedure for Objective 20

Review all articulation agreements. Host a continental breakfast for selected college officials to discuss ways and means by which our organizations can continue to work together.

OBJECTIVE 21

To better understand the development of previous school budgets and the financial operation of the district.

Procedure for Objective 21

Review budgets for the past five years with School Business Administrator.

- Analyze financial reports
- Review cash handling procedures
- Review all supplier contracts
- Review investment procedures
- Determine effectiveness of present procedures for budget development
- Review short and long range planning as it relates to the District's finances

OBJECTIVE 22

To become acquainted with the background, purpose and scope of the current building project(s)

Procedure for Objective 22

Hold project review sessions with appropriate district personnel and architect(s), engineers and construction management services for the district. Review the original public proposals and the bid specifications accepted by the Board of Education.

OBJECTIVE 23

To become familiar with the services and programs offered through the [Name] BOCES.

Procedure for Objective 23

Schedule a one-hour meeting with [Name of DS] and other BOCES personnel as appropriate. Review guidance plans as needed.