

Superintendent's Entry Plan – Dr. Joe Ferrell

INTRODUCTION

As the new leader of Camden County Schools (CCS), it is important for all stakeholders that I have an effective and successful entry into the district. The development and implementation of an entry plan designed for CCS will help make this transition successful for all. This plan will be effective once my appointment is approved and announced by the Board.

This plan outlines phases of entry with timelines as well as overall goals, objectives and major activities as I transition into the role of Superintendent of CCS. The goals and activities after the phases are not listed in order of importance or chronologically, rather they will take place over the course of all phases.

GOALS, OBJECTIVES, MAJOR ACTIVITIES AND TIMETABLE OF THE ENTRY PLAN

The overall goal of this entry plan is to listen, learn and develop a strategic plan for the school district. The entry plan has three phases following a pre-entry phase:

Pre-entry to include meeting/s with Board members as requested, meeting/s with the current Superintendent, review of relevant information pertaining to Camden County Schools, arranging for housing in Camden County, planning for Phase I of this entry plan, speaking with members of the local media as requested and other activities as requested by the Board.

Phase I: Entry/Transition to include continuing with items from the pre-entry phase as needed as well as conducting *Dr. Ferrell's Listening and Learning Tour* to include meetings with Board members, students, school faculty and staff members, central services staff, local government officials, local business leaders and local faith based organizations.

Timeline: November and December of 2017 (or first two months of employment)

Phase II: Development of a Vision Group to include continuing with items from the entry/transition phase as needed as well as forming the Vision Group and beginning to lay the groundwork for a Strategic Plan for the district.

Timeline: January and February of 2018

Phase III: Strategic Plan to include finalizing items from previous phases of this plan as well as the full development of the Vision Group and the planning for and development of the Strategic Plan including roll out.

Timeline: Ongoing with a goal of roll out no later than August of 2018

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Within the goals that follow, a three-question survey is referenced multiple times. The three questions are as follows:

1. What is working well in our school district?
2. What do you see as opportunities for improvement?
3. How can I support you in your work?

*** The work related to this entry plan will occur simultaneously while operating CCS, focusing our work for students and being visible in our schools and community

GOAL 1

Develop effective and positive Board/Superintendent relations

Objectives

1. Continue building a positive relationship between the Board and Superintendent that is focused on what is best for the students of CCS.
2. Develop and implement appropriate communication procedures and protocol.

Activities

1. Schedule a meeting with the Board Chair (and others) to discuss the format and agenda for Board retreats and general Board meetings.
2. Establish clear understanding of the role, expectations and responsibilities of the Superintendent as we work together as a team.
3. Establish regular communication protocol and procedures for communicating information via letter, phone, email and meetings.
4. Ask all Board of Education members to fill out a three-question survey.
5. Attend NCSBA School Board training 101 with Board members when available.
6. Plan Board retreats as necessary.
7. Keep Board members well informed as the entry plan progresses.

GOAL 2

Build and enhance meaningful and positive relationships with the CCS community to include the Board of Education members, students, parents, faculty/staff, community members and leaders at all levels

Objectives

1. Establish positive and collaborative relationships with the Board of Education.

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2. Establish positive and collaborative relationships with staff members and community members.
3. Communicate with parents and develop partnerships on behalf of our students.
4. Establish positive and collaborative relationships with faith based organizations and develop partnerships on behalf of our schools and students.
5. Establish positive and collaborative relationships with the leadership of Camden County and North Carolina in order to establish clear lines of communication, advocacy and support for the district's schools and students.
6. Establish positive and collaborative relationships with leaders of employee associations that are focused on increasing student achievement and preparing students to be college/work ready.
7. Establish positive and collaborative relationships with key leadership and members of business, service, civic, non-profit, philanthropic and political organizations within the Camden County community.
8. Promote the success and image of CCS through many different outlets.
9. Continue ongoing, clear and consistent communication with all stakeholders.
10. Increase personal knowledge of CCS, the community, cultural heritage, traditions and expectations for the district in the eyes of the community.
11. Build trust and staff morale.
12. Recognize and celebrate accomplishments of the district, teachers, students and staff members.

Activities

1. Begin *Dr. Ferrell's Listening and Learning Tour* of CCS and Camden County.
2. Visit all schools, meet with teachers and students to establish trust and meaningful relationships. Meet with each individual principal and central services team member. Establish routine communication procedures and meeting times with these groups.
3. Seek to understand who our principals and central services team members are as people and gather information in reference to their school/department such as number of employees and structure of school/department, test results, the chief challenges they will be facing in the future and how the Superintendent can help them overcome these challenges.
4. Ask all principals and central services team members to fill out a three-question survey.
5. Meet with members of the Superintendent's Cabinet to discuss the school system, schools, departments, challenges, budget, needs, etc...to make the transition as smooth as possible.

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6. Meet with members of the Board to discuss the school system, schools, departments, challenges, budget, needs, etc...to make the transition as smooth as possible.
7. Identify faith-based organizations and meet with them for an initial listening and learning session. Establish routine communication protocol.
8. Schedule meetings with community and governmental leaders. Establish routine communication protocol.
9. Attend meetings with key organizations to establish a clear line of communication and trust. Establish routine communication protocol.
10. Schedule meetings with leaders of school employee associations. Establish routine communication protocol.
11. Schedule meeting with PTA/PTO/PTSO presidents. Establish routine communication protocol.
12. Schedule meeting with student leadership organizations (Student Council). Establish routine communication protocol.
13. Establish Leadership Team concept and develop meeting schedule, agenda and protocol for meeting with this team.
14. Meet with Camden County Manager, County Commissioners and other local officials as appropriate. Establish routine communication protocol.
15. Establish open door policy for all CCS staff and community members to discuss the future of CCS.
16. Establish a good relationship with media and develop routine communication protocol. Invite media to all key and significant events.
17. Analyze the teacher working conditions survey. Focus on positive working conditions and environments that are student centered.
18. Attend school and community functions.

GOAL 3

Expand a framework for increasing student achievement for all students while also preparing all students to be college/work ready

Objectives

1. Analyze student performance on standardized tests using multiple measures.
2. Review and become familiar with all Camden County Schools academic programs.
3. Communicate clear academic expectations to students, parents and staff.
4. Review research based instructional techniques used in the classrooms to meet the needs of all students.

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5. Analyze areas for growth to keep increasing the graduation rate while decreasing high school dropout numbers.

Activities

1. Review the instructional programs that are being used, initiatives, practices, curriculum and support materials.
2. Determine the level of need across the district for research based programs that would specifically address areas of academic need.
3. Meet with principals to discuss the academic performance of their school and their chief challenges.
4. Create opportunities for vertical and horizontal articulation between schools.
5. Continue the development of Data Teams and/or Professional Learning Communities within the schools and central services teams.
6. Work to give our teachers opportunities for quality professional development and exposure to research based instructional techniques with best practices from across the nation.
7. Continue to provide professional development for integrating technology use into the curriculum.
8. Expand the use of EVAAS within each school and for the district as a whole. (Long term)
9. Analyze the assessment, monitoring and evaluation systems.
10. Review current SAT/ACT preparation/participation and areas for potential growth in the future. (Long Term)
11. Review current graduation intervention programs used to help keep students on track while decreasing drop out numbers. Determine long term needs with input from high schools.
12. Review the School Improvement Plans and planning process for each School Improvement Team.
13. Engage higher education partnerships in strategies for improvement and expansion of current or new programs offered to Camden County Students.

GOAL 4

Evaluate Organizational structure and determine immediate vs. long-term needs of each department

Objectives

1. Evaluate overall organizational structure.

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2. Determine immediate vs. long-term needs of CCS from an organizational standpoint.
3. Become familiar with CCS budget development process.

Activities

1. Review critical documents including policy and procedures manuals, board meeting minutes, student achievement data, financial projections and budget processes, inclement weather procedures, legal proceedings, accountability plans and proceedings, safety and emergency plans and others as presented
2. Review all studies, reports and audits from outside agencies.
3. Establish a schedule to meet with all principals and central services staff to discuss a three-question survey administered by Superintendent.
4. Meet with Director of Finance and members of the Board to discuss CCS budget development process.
5. Meet with Director of Human Resources to discuss personnel needs. (Short vs. Long Term)
6. Identify key staff to assist with my transition into the district.
7. Build a leadership team that works closely together and feels comfortable sharing ideas and information with each other.
8. Assess budget appropriations in accordance with district mission and vision.
9. Assess School Improvement Plans in accordance with district mission and vision.

Goal 5

Develop the Strategic Plan that fulfills the mission and vision of the School Board and school community

Objectives

1. Work with the Vision Group to determine goals for the Strategic Plan and the necessary action steps, timelines, resources and assessment strategies to implement the plan
2. Communicate the Strategic Plan to the Board of Education, school system staff and the community.
3. Encourage support of the Strategic Plan by all.

Activities

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1. Develop goals with input from all stakeholders that will serve as the foundation for the work of Camden County Schools.
2. Be visible in schools and the community to communicate goals when appropriate.
3. Celebrate the completion of and launch of the Strategic Plan for CCS.