Principal Entry Plan

The First 100 Days

Jennifer C. Radford
Vera Scott Elementary School
August 17, 2017

Dear Scott Elementary School Students, Staff, Families, and Friends,

I am looking forward to the 17-18 school year with great excitement as I begin my role as your new principal. The first 100 days will allow me to learn about the history, culture and programs at Scott Elementary School. It will also give me opportunities to begin developing personal and professional relationships with many of you. I know there is much for me to learn, and this time of changing leadership provides a natural opportunity to pause and reflect on the strengths, challenges and goals of our learning community, and set some very specific goals for the next year, three years and five years. Therefore, one of my priorities as we transition will be to implement an entry plan as a means of framing our work together.

The entry plan process will take place between July and October and will involve four phases. During the first phase, I will collect information through interviews, observations and surveys and historical and current school data. My focus will be on better understanding the strengths, challenges, and priorities at Scott Elementary School by exploring the unique perspectives of many individuals in the community. In the second phase, I will share the data with staff and community, highlight the themes and trends found during phase one, and make sense of the implications for our school. In addition, I will work with Scott staff to apply the themes that emerge from the entry plan to an action plan, and share this plan with community members. The fourth phase is putting the action plan into place and beginning the work to take Scott Elementary School from great to exceptional.

Change can be unsettling, and I want to assure you that amidst this change in leadership, I am committed to Scott Elementary School in the long term and committed to continuing the great work that is being done here for students. I look upon this entry plan as an opportunity to learn more about the Scott Elementary School community, and for you to learn more about me as a leader. It is a time to build trust and lay the groundwork for clear communication. To that end, I will ensure that I keep your personal reflections in confidence. I will share and process feedback in the form of themes and trends in collected data. If you see any omissions, or have suggestions for the plan itself, I welcome your feedback. Thank you for your participation in this process. I look forward to the important work of learning, teaching, and community building that lies ahead.

Proud to be a Wolf,

Jennifer C. Radford

Jennifer Radford, Principal
Scott Elementary School
ENTRY PLAN – GOALS
*This plan is a draft and is subject to change based on collaboration and input from our school family

Phase 1: Who are we? Why are we here?

Goal #1:
- Learn all I can about Scott Elementary School and begin to build relationships with staff, students, families and the community in my new role as principal
- Identify stakeholders’ values, beliefs and perceptions of our school—its strengths, opportunities for growth, and vision of excellence
- Identify staff and student talents and strengths and determine how these can tie into the vision for Scott Elementary School

Measurement of Goal
Grouping data should result in common themes among the different groups. Data should indicate common stakeholder beliefs in our school’s strengths, weaknesses and vision for excellence. Data analysis should also clarify target areas for immediate improvement. We will use this data to improve student learning by establishing a set of SMART goals.

July 2017
Collect information identifying Scott Elementary School’s strengths, challenges and priorities. I will conduct interviews, observations, surveys and review documents to determine themes and trends.

Tasks to complete in conjunction with Phase 1
- Introduction letter to the community along with a description of the entry plan and the timeline for its completion and meeting times when the results will be shared.
- Prepare for introductory activities with school families.
- Create employee contact list.
- Prepare for first staff meeting: review data, define focus for the year, plan PD around this focus, staff team building—get to know-you activity.
- Meet with office staff to plan the practice of all emergencies procedures with students and staff the first day of school.
- Set up monthly conferences with certified and classified.
- Set up weekly calendar meetings with custodian and office staff.
- Set up weekly walkthroughs with custodian.
- Set up daily meetings with secretary.
- Complete my first Friday Focus for the staff.
- Schedule staff meetings, leadership meetings, meetings, school board meetings, PTA meetings, etc. on the master calendar for the year.
- Update the school website with current information.
- Create staff resource website to house all communication, schedules, goals and professional development for the year.

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<th>OBJECTIVES</th>
<th>ACTIONS/TIMELINE</th>
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| 1a: Listening Tour | **Engage District Administration-July**<br>○ Meet with district administration and principals<br>○ Begin to create relationships within the school<br>○ Set up monthly meeting with superintendent to discuss progress and resources<br>○ Meet with the district finance to go over the school budget and fully understand budget timelines and budget allocations<br><br>**Engage Staff-July & August**<br>○ Letter to staff: introduction, invite to meet, share my blog link<br>○ Organize structured meetings with all staff. Use discussion questions in Appendix A as a guide<br>○ Conduct 1:1s with teachers<br>○ Meet with Building Leadership Team<br>○ Conduct 1:1s with support staff (paraprofessionals, instructional assistants, lunch supervisors, cafeteria manager and staff, bus drivers, etc.)<br>○ Meet with grade level teams<br>  ● Get a feel for how the grade level works together and issues specific to their grade level<br>  ● Discuss their data, assessments used and what they are proud of and what they are working on<br>○ 1:1 with building engineer<br>  ● Conduct a building walkthrough (interior and exterior) together<br>  ● Identify areas of concern<br>  ● Develop a summer cleaning and maintenance plan<br>  ● Determine our communication method and expectations from each of us<br>○ 1:1 with school secretary<br>  ● Define communication style<br>  ● Establish daily meeting times to go over tasks and calendar<br>  ● Set up master and shared calendars and determine what responsibilities each of us will have to maintain communication<br>  ● Review budget, petty cash, and our process for reviewing this on a regular basis<br>  ● Discuss our preferences for availability to the community and how to set up meetings with parents or teachers<br>○ 1:1 with registrar<br>○ Meet with SPED team<br>  ● Discuss program implementation, successes, and challenges<br>  ● Inquire about how to support this program<br>○ Meet with Facility Manager, Risk Management, and District Security
- Meet to learn about the security system and other district and building procedures
  - Meet with School Nurse & Health Clerk
    - Discuss medication protocol, students with special medical needs, how medication is handled in an emergency and other building and district protocols
  - Meet with Crisis Response Team
    - Meet to review procedures and the school and district protocols in an emergency

Engage Students & Families - 1st Quarter
- Meet with parents and community members to establish culture
  - Send letters to families introducing myself
  - Provide time for groups of families to sign up for a time to meet with me and host informal coffee chats
  - Begin to build relationships with community
  - Coffee chats with the principal
  - Send letters to community introducing myself
  - Work with the community to identify what will set Scott Elementary School apart from other schools
  - Encourage PTA to host and find sponsors for community events [i.e. restaurant nights, rec center events, bowling nights, etc.]
- Meet students (in the dining room, student council, playground, impromptu meetings) and listen to their expectations of me
- PTA
  - Attend first PTA meeting to introduce myself and share core educational values
  - Hold first meeting with PTA President and Officers
  - Calendar the events scheduled for the year
  - Calendar general PTA meetings
  - Set up monthly board meetings throughout the year to talk about progress on goals, events and communication as the year progresses
  - Ask about the history of this committee, current goals, and their perspectives on important issues and next steps
- School Board
  - Ask about the history of the board, current goals, and their perspective on important issues and next steps

1b: Data & Document Review

Review of data to get to know our students as a group and individuals
- **Student Data**
  - Student Achievement: School, district, state & national (formative, interim, and summative school data, MAP, ACCESS, PARCC, CMAS, CO-AIT, DLM, CogAT, NAEP, etc.)
  - Student Engagement: Attendance, extracurricular participation, rigor and relevance of units of study
  - Student Discipline: Number and type of referrals, number of parent conferences, number of suspensions

Review of documents to get to know our school
- **Survey Data**
  - Analyze perceptions of students, parents, staff, admin, and community

- **Demographics**
  - Free and reduced lunch, Title I, SPED, ELL, Discovery, GT, ethnicity, other

- **Documents**
  - School budget
  - School and district handbooks, paying particular attention as to how classes are created, teacher request policy, grading and homework policies
  - Board policies
- Meeting minutes (school board, PTA, Building Leadership Team, PLCs, etc.)
- School performance framework, current building goals, and UIP
- School mission and vision statements
- Emergency Response Crisis Management plan
- Schoolwide discipline plan
- PBIS programming
- School and district website
- Classroom websites and newsletters
- Personnel records and evaluations
- Master schedule

### 1c: Observations

#### All classrooms
- Get a feel for trends in teaching and focus for areas of PD
- Get to know the personal teaching style of all staff members

#### Playground, lunchroom, hallways
- Get a feel for the procedures and routines in non-classroom areas and an indication of the effectiveness of the schoolwide discipline plan

#### Dismissal and morning arrival
- See how traffic flows, how students behave at these times, and how these areas are staffed
- Ride bus routes to see what students experience to and from school and how we can support drivers with teaching behavior expectations at school

#### Shadow students: GT, SPED, ELL, primary, intermediate
- See what the Scott Elementary School experience is like through the eyes of different students

### 1d: Surveys

Survey the following groups to get a feel for how these various school community members feel about the direction of the school:

#### Parents
- See survey questions
- To be sent to all the families at the school via electronic survey
- Open to families that do not have Internet access by providing computer time on campus or a paper copy of the survey
- Provide multi-lingual options

#### Students
- See survey questions
- To be done at school via electronic survey or paper copy

#### Staff
- See survey questions
- To be done by due date via electronic survey
- Reassure staff that survey is confidential; no identifying data will be collected

### Phase 2: Where are we?

#### Goal #2:
- Analyze the data collected in Phase 1 and identify themes and trends that arise throughout the data
- Identify the school’s strengths and growth areas specific to academic achievement and growth
Share the data and the analysis with the entire school community

**September 2017**

**Tasks to complete in conjunction with Phase 2**

- Take the data to the Building Leadership Team to work with them on analyzing the data, interpreting the results and recognizing trends. Set up an environment to challenge the data and engage in a debate on how to best set priorities based on this information. All personal records and confidential information will be withheld.
- Report out data to staff first with opportunities for staff to debate/add/revise any interpretations that I have made from the data.
- Report out data to PTA, school board, and other school groups. Allow time for questions and interpretations of our analysis of the data.

**Measurement of Goal:** List of strengths and weaknesses for each of our programs and initiatives; set agreed upon schoolwide goals that will improve student learning.

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| 2a: Staff Engagement | • Collectively examine our initiatives and programs  
  • Establish consensus on our strengths and areas in need of improvement  
  • Set goals to improve student learning  
  • Develop a plan for staff to work together to assess our needs and establish goals to improve student learning |
| 2b: Action Plan | • Work with Building Leadership Team first to create the action plan. After their preliminary work is done, take it to the whole staff to have input and finalize the plan.  
  • SMART goals will be put into the plan at the 1, 3 and 5 year marks. These goals will be aligned with the progress made in the areas selected as focus areas.  
  • Plan for embedded, differentiated PD will be included.  
  • Present the completed plan to the community.  
  • Refer to the goals in the action plan consistently.  
  • Post action plan and progress updates in all community communication.  
  • Have leadership team determine progress on the action plan at monthly meetings. |

**Phase 3: How and when will we do the work?**

**Goal #3:**

- Establish systems for clear communication that allows all voices to be heard while maintaining a clear focus on our goals

**Measurement of Goal:** Updated website, new principal blog, stakeholder survey, renewed sense of pride
## Objectives

### 3a: Positive Digital Presence
- Work closely with district technology support to update our website
- Create a new principal's blog
- The website and blog should include principal's message; entry plan highlights; new initiatives; school calendar; upcoming parent, student and community meetings; exciting things happening at our school; student & teacher highlights, curriculum, etc.
- Launch social media campaign: #wearescott

### 3b: Weekly Communication
- **Friday Focus:** One day a week I will distribute a memo/newsletter (Friday Focus) that shares pertinent information, success stories, and updates that will keep everyone in the know about the happenings at Scott Elementary School.
- **Newsletter Name (TBD):** One day a week I will distribute a memo/newsletter that shares pertinent information, success stories, and updates that will keep everyone “in the know” about the happenings at Scott Elementary School.

### 3c: Student Voice
- Establish informal times for me to speak with students.
- Host monthly “Principal's Cabinet” sessions with student representatives.

### Phase 4: Let’s do this!

#### Goal #4:
- Establish high expectations that are clearly defined and communicated to all stakeholders and modeled by the principal
- All take ownership and pride in our school and commit to doing whatever it takes to be the best school in the state

**Measurement of Goal:** Increased administrative visibility before school, in classes, after school and in the community. The administration team will meet with all students the first day of school to explain our expectations and highlight our expectations on student behavior. As a result, we should see a decline in discipline incidents in our school.

### Objectives

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| 4a: Our Story          | • As I meet with staff, students/families over the summer, part of the conversation will be about “the story” at our school. These values will be shared with everyone on our 1st day of school.  
  • Share expectations with students/staff/families. |
| 4b: Visibility, Visibility, Visibility | • Set expectations for principal and teachers to be visible and collaborative in our school  
  • Visit every classroom during first week and read to students  
  • I will be very visible: I will be everywhere and anywhere! |
| 4c: Opening Day        | • Pre-service Days  
  o Focus on culture & climate: invite staff to team building event (TBD)  
  o Write “Our Story” |
4d: Promote Scott Elementary School Pride

- Staff shirts
- Focus on our “whys”
- Ice cream social

**First Day of School**
- Make a strong first impression; the opening day of school must establish expectations, vision and values.

**In Our Facility**
- Goal is to have the cleanest school and grounds in the district
- Follow this up by meeting with the custodial team regularly to offer support and encouragement and set high expectations

**In Our Accomplishments**
- Points of Pride Wall
- Staff meeting celebrations at the beginning of each staff meeting
- Propose whole school weekly assembly

4e: Build Capacity

- Establish a building leadership team consisting of teachers and admin at Scott Elementary School
- Recognize strengths
- Encourage teacher leaders
- Tap into talent in building
- Develop culture of collaboration through PLCs and peer observation (eventually)
Entry Plan - Summary

It has always been my dream to lead a school environment that is truly a community...a home away from home...in which every person who walks through our doors feels connected, welcomed, and safe in our learning community. Together, we will have created a trusting, collaborative, innovative, respectful and supportive school culture where teachers want to work, students want to learn, and all families feel welcomed and empowered to help their children succeed.

I would love the opportunity to continue my career as the next principal of Scott Elementary School. I have the vision, enthusiasm, tenacity, intelligence, relationship and team building skills, and administrative experience to be an effective principal.

My educational philosophy is the simple belief that all students can learn and achieve at high levels. As educators we must be willing to do whatever it takes...every day...for each child...to ensure this happens. I believe my strong administrative qualities are a perfect match for the needs of Scott Elementary School, its students, and staff.

Scott Elementary School is a model school in Colorado. In order to move to the next level, we must build upon our strengths and face our challenges head on as outlined in this entry plan. This complex task cannot be accomplished by any one person; it will require strong commitments from our students, staff, school leadership, parents and community members. Our success is dependent upon our ability to work as a team and plan, implement and execute our shared vision.

I look forward to the hard work, hope, and happiness that lie ahead!
APPENDIX A–STAKEHOLDER DISCUSSION QUESTIONS

**These conversations become the basis of a shared vision**

I. Parent Interview Questions
   The same questions will be given to different parent groups: K-1, 2-3, 4-5, and individuals.

   A. Community
      1. Tell me about your history at Scott Elementary School.
      2. Describe the sense of community at Scott.
      3. What community resources has Scott Elementary School utilized? What have we missed?
      4. What opportunities are students given to learn from outside resources? Local community? Beyond?

   B. Communication
      1. Describe the communication at Scott Elementary School.
      2. What opportunities do you have to share opinions?
      3. To what extent are students/staff/stakeholders involved in decision making regarding learning opportunities?
      4. How would you like to communicate with me as your principal?

   C. Continuation
      1. What do you feel Scott Elementary School does really well for your child?
      2. How do you feel your child is being challenged?
      3. What programs should we continue? Not continue?
      4. What successes have we celebrated in the past?

   D. Hopes and Dreams
      1. What are your hopes and dreams for our school?
      2. What changes would we need to make to realize these hopes and dreams?
      3. Where would you like to see Scott Elementary School in three years? Five years?
      4. How would we know if we were making progress?
      5. What expectations do you have of me as your principal?

   E. What else can you tell me?

II. School Interview Questions
   A. Staff
      My purpose is to get to know you better as a person and how to draw on your talents at Scott.
      1. What do you think you do better than anything else?
      2. What do you think you do better than anyone else around you?
3. What do you do without effort?
4. What do you naturally do without being asked?
5. What skills or strengths do you bring to Scott that you wish would be integrated into our school?
6. What do you want me to know about you as a teacher? As a person?
7. Where would you like to see Scott Elementary School in three years? Five years?

B. Grade Level Interview Questions
1. How frequently do you meet to discuss data?
2. What common assessments do you use?
3. How do you use this common assessment data as a team?
4. How many common backwards plans have you created?
5. Do you have any curriculum concerns at your grade level?
6. What do you think your grade level does better than any other grade level?

C. Student Interview Questions
These questions will be asked to student council members, students in the dining room, and student groups at different grade levels.
1. What is great about Scott Elementary School? What is not so great?
2. What opportunities do you have to share your opinions with adults at school? What are some things that you would change?
3. How do you feel at school? How well do you feel you are learning? Do you help decide the projects or lessons you are learning?
4. What are your long term goals?
5. What things around our school give you pride? How would you describe our school pride?
6. What would you like to see happen this year at school?
7. Do you feel like Scott Elementary School offers a lot of opportunities for you?
8. Where are some places you have been to and learned from as a class during your years at Scott Elementary School?
9. What are some things that Scott Elementary School students have done in the community to help others?
10. Do you feel like you have special talents that you are not able to use at Scott Elementary School? Explain.
Appendix B-Survey Questions

I. Staff Survey Questions
  A. Culture and Climate
     1. Do you feel that your unique skills are utilized at SCOTT and supported to make learning better for kids? Please add a comment reflecting on your answer.
     2. Do you feel like problems that arise at SCOTT are looked at as opportunities? Do you feel you are able to challenge and debate your opinion?
     3. Do you feel that students and staff care about each other? If so, what are some examples of this on a day to day basis?
     4. Do you know what the mission and vision of SCOTT is? If so, what is it?
     5. If you said yes to question 4, how is the mission and vision a living and breathing thing at SCOTT?
     6. How do we take care of each other at SCOTT? Please explain.
  B. Instruction
     1. How does data drive curriculum and differentiation in our school? In your classroom?
     2. What is your biggest strength as a teacher? What is your biggest opportunity for growth?
     3. If you could change one thing instructionally in your classroom, what would it be?
     4. How do you feel homework helps support your students?
     5. What is Scott Elementary School’s current homework guideline? Should it stay the same?
  C. Tech
     1. What does innovative technology look like at SCOTT if we had access to an infinite amount of money?
     2. What does our purchasing plan look like for tech?
     3. How do you see technology as a tool to open up our school to the world?
  D. Assessment
     1. What might be something you would change about how we currently assess students?
     2. When you have students who are not performing at the average rate in your class, how do you address this as a grade level team?
     3. What would an ideal Rti/MTSS process look like?
     4. What additional support would you need around intervention?
     5. What do data team discussions sound like at your grade level?
     6. Where are you in your implementation of authentic performance tasks? (0=being not at all to 5 being =I fully understand this type of assessment and craft these opportunities for students all the time).
II. Student Survey Questions

A. Culture and Climate
1. Do you think you have a safe place to eat lunch?
2. What are some things that you would like to change about lunch?
3. What do you like about lunch that you would like to continue next year?
4. Do you like coming to school?
5. Do you feel like the adults at school listen to you when you have a problem?
6. What are some things you would like to tell your new principal about Scott Elementary School?

B. Instruction
1. What are some things that you wish you could learn and study at Scott Elementary School?
2. Does your teacher involve you in the decisions about what special projects and assignments you work on?
3. Do you feel like you are involved in learning that is exciting and fun?
4. How much homework do you have every night?
5. Do you feel like homework helps you understand your learning better?
6. If you could change one thing about Scott Elementary School, what would it be?
7. Do you feel like you get help at school when you have a problem?
8. How much homework do you have each night?

C. Tech
1. How do you use computers during school? Check all that apply.
   - Typewritten assignments
   - Search the Internet
   - Blog
   - Have your own webpage that you keep work samples on
   - Power Point
   - Create videos on things you have been learning
   - Practice math and spelling on Internet sites
   - SeeSaw
2. What do you use iPads for? Check all that apply.
   - Apps that help practice math and spelling
   - Create projects
   - Presentations
   - Make videos
   - Search the internet
   - Play games
   - SeeSaw
3. Do you think we have enough technology in your classroom?
4. How is technology helping you in school?
5. Do you use technology to create things? What kinds of things?
6. Does technology always work properly in your room?
7. Do you feel that technology helps you learn things that you wouldn’t be able to learn without it? Explain.

D. Assessment
1. How do you show your teacher what you learned?
2. After you take a test or do a project, how do you know how you did?
3. Do you know how you are doing in all your subject areas? Explain.
4. Do you think your homework helps you understand your class work better?

III. Parent Survey Questions
A. Culture and Climate
1. Do you feel Scott Elementary School is a safe place for your child to come to school?
2. Do you feel welcomed at the school and valued?
3. What do you feel is Scott Elementary School’s biggest strength with regard to culture and climate?
4. What would you like to see improve in this area?

B. Instruction
1. Do you feel your child’s academic needs are being met?
2. Do you feel your child is provided opportunities that prepare him/her for the world beyond elementary school?
3. Do you feel your child is listened to by school staff when he/she is struggling in an area? Explain.
4. Do you feel that your child is an active participant in his/her learning? Explain?
5. What changes would you like to see in our current curricula?
6. What parts of the curricula do you want to stay the same?

C. Technology
1. What would you like our classrooms to have in regard to technology?
2. What priorities as far as purchasing technology should Scott Elementary School have?
3. Do you feel your child is prepared for middle school with what they learning at Scott Elementary School with technology?
4. What is one thing that you would like Scott Elementary School to consider as we craft our technology plan?

D. Assessment
1. Do you know how your child is doing academically in each subject area?
2. How are you informed of your child’s progress?
3. Do you feel your child is given the opportunity to be assessed in a way that shows what they know?
4. What assessments do you value and would like us to continue doing?
IV. Community Survey Questions

1. What is unique about Scott Elementary School?
2. What would you like to see Scott Elementary School become as your community school?
3. What are some ways that Scott Elementary School could partner with the community?
4. If you could change one thing about our school, what would it be?
5. What is one thing that you love about Scott Elementary School and would like to have continue?