

## Entry Plan:

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PRINCE EDWARD  
COUNTY PUBLIC  
SCHOOLS

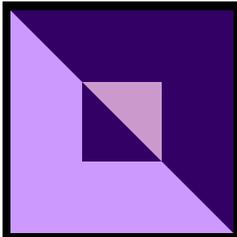
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The purpose of this plan of entry is to provide an outline that demonstrates thoughtful, strategic inquiry that is essential to effectively transition to the superintendency in Prince Edward County Public Schools. Critical to the effective progress of a school division is the ability to honor a community's history and quality traditions while envisioning 21st century innovations. This philosophy requires the new superintendent to listen and learn. This transition plan is designed to enable the new superintendent to engage in learning and listening opportunities in an accelerated fashion with a multitude of stakeholders to gather information that may be foundational to division initiatives. Specifically, the new superintendent will seek to (a) begin assessing the organization's strengths and weaknesses (b) identify areas that that will need intense focus (c) leverage the momentum of change to create a network of contacts and resources in Prince Edward County Public Schools and energize the community in committing to the vision of building a world-class school division (d) collaboratively develop, communicate, and execute a instructional strategic plan to guide the school division's work with clear metrics and expectations for student achievement and success.



# Goal 1: Student Achievement

Prince Edward County  
Public Schools



## Rationale

Ensuring that all students not only graduate from Prince Edward County Public Schools, but are also college and career ready is the ultimate goal and responsibility of all employees. To ensure instruction is occurring at high levels, teachers must have a rigorous K-12 instructional curriculum, processes, and tools to monitor students' progress, and opportunities and resources to provide appropriate interventions.

## Pre-Entry

- Analyze patterns in student achievement data and achievement gaps in order to begin to assess the current state of teaching and learning
- Assess the division's expectations for all students' academic success and commitment to meeting the needs of all students
- Initiate a root cause analysis process for why they are not meeting the needs of students; determine a course of action to support schools in their efforts to improve

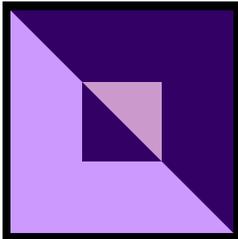
## Entry

- Meet with district's instructional leadership team to review disaggregated achievement data, and current goals and priority action areas for the division
- Complete a curriculum audit to determine how comprehensive and research-based the current curriculum is and to what degree it is aligned between grades and assessments
- Assess current professional development efforts to support administrative, instructional, and non-instructional staff
- Assess how the budget emphasizes an investment in staff development
- Evaluate the use of formative assessments to support teachers in making real-time instructional decisions for students

*You can teach a student a lesson for a day; but if you can teach him to learn by creating curiosity, he will continue the learning process as long as he lives.*

***Clay P. Bedford***





## Goal 2: Community and Public Relations

Prince Edward County  
Public Schools



### Rationale

It is the responsibility of a community to ensure the quality of life and education for children. To that end, there must be a focus on engaging and mobilizing parents and community leaders in the pursuit of making Prince Edward County Public Schools a world-class school division. Understanding the culture, history, and expectations of Prince Edward County Public Schools will be critical. Key questions to consider for all stakeholders will include:

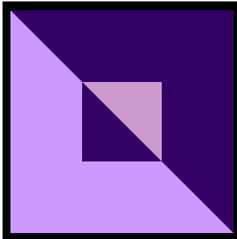
- What are the strengths of Prince Edward Schools?
- What areas need to improve for Prince Edward Schools?
- As the budget remains a challenge, what should be the priorities of the division?
- How can we ensure high standards of academic achievement for all students?

### Pre-Entry

- Meet key town, county, and division leaders and begin building relationships
- Message key philosophies and intent with a spirit of transparency and collaboration on the Prince Edward County Schools website and local news media
- Meet with the various communities and stakeholders within Prince Edward County

### Entry

- Contact critical stakeholders and establish routine meetings, communication protocols, and reciprocal dialogues, focusing on increasing student achievement and continuous improvement; initiate open, honest, and transparent dialogues with the goal of strengthening and improving strategic partnerships. This would include, but not be limited to:
  - All top-level elected officials
  - All area legislators—city and state
  - Teacher, administrator, and non-instructional groups and organizations
  - Parent organizations and local Parent/Teacher Associations (PTAs)
  - Key business leaders
  - Civic leaders and advocates
  - Non-profit groups
  - Regional (neighboring) superintendents



# Goal 3: Governance Team and School Board Relations

Prince Edward County  
Public Schools



## Rationale

In order to ensure that the Prince Edward County Public Schools has an intense focus on meeting the needs of all children, the Board of Education and superintendent must develop a trusting, positive, collaborative, team-oriented relationship. These relationships must be established with each Board member and the Board as a whole.

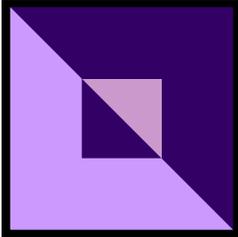
## Pre-Entry

- Share entry plan for feedback, suggestions, and guidance
- Engage in one-on-one meetings with Board members to deepen relationships and broaden perspectives
- Hold first Board retreat to discuss communication protocols, roles and responsibilities, norms of behaviors and interactions, expectations for the first year, and agenda setting

## Entry

- Conduct breakfast/lunch/dinner meetings with all board members to continue to build positive, productive relationships
- Meet with the Board president and Board committee chairs to determine how they work in partnership with the superintendent and senior staff
- Determine the schedule and proposed agendas for meetings with the Board
- Collaborate on the Board retreat to focus on shared values, initiate reflection on organizational structure, areas of improvement, and implementation of a systemic accountability system
- Develop a process, structure, and timeline to measure current strategic plan initiatives, division improvement plans, and the budget for the division
- Collaborate on the performance evaluation format with objectives and indicators of success to be used to evaluate the superintendent
- Establish a regular meeting time with the Board chair for reviewing and constructing agendas





## Goal 4: Organizational and Resource Alignment

Prince Edward County  
Public Schools



### Rationale

It is essential for Prince Edward County Public Schools to have a high-performing, results-oriented executive team. To make sure that the division operates as a highly effective, positive organization with aligned resources, the division must review and assess its multiple functions and priorities.

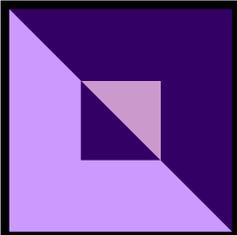
### Pre-Entry

- Review the current central office structure to determine its focus on student achievement and maximizing operational efficiency
- Conduct one-on-one interviews and review resumes with all division-level reports
- Conduct a retreat with senior staff to review the district's priorities, most recent achievement data, review current and anticipated vacancies, and discuss leadership team structures and practices

### Entry

- Determine how communication and decision-making will occur with the executive team, establishing meeting protocols and systems designed to focus on increased student achievement and continuous improvement
- Initiate plans to establish key metrics and quality service goals for each unit to ensure the performance of central office can be determined and measured as it relates to supporting student achievement
- Explore the current state of data monitoring to ensure that all students are performing at or above grade level and/or are receiving appropriate, targeted interventions
- Examine how much autonomy and authority principals have in the current organizational structure and determine how much access and opportunity they have to participate in division decision-making





# Summary

Prince Edward County  
Public Schools



Children deserve quality academic programs, enriched and varied exploratory opportunities, and committed adults to help to guide their journey. The purpose of academics, activities, mentors, and all of the other quality experiences that schools may offer a child is so that the child will be able to make productive and propelling choices. Oprah Winfrey noted that, “with every experience, you alone are painting your own canvas, thought by thought, choice by choice.”

Dr. Johnson, at the most fundamental level, strives to ensure that children have the opportunity to make those choices and create beautiful, meaningful canvases for their lives in the 21st century. As such, she hopes to work collaboratively with the Prince Edward County Board of Education and the staff and communities of Prince Edward Schools toward the continued path of excellence.



***[The] mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humor, and some style.***

Maya Angelou