

Superintendent Entry Plan Update

Entry Plan
For Superintendent
Wade Smith

Walla Walla Public Schools
2016 – 17 School Year

Entry Plan Goal:
I will "hit the ground learning" through intentional engagement, reflective listening, and active participation, in order to ensure a transparent, thoughtful, and supportive transition for Walla Walla Public School students, staff, and stakeholders.

Entry Plan Timeline:
The entry plan process extends formally over a six-month period and is sequenced into four phases:

- Phase 1: Introduction (July – August, 2016)
- Phase 2: Listening to Understand (September – October 2016)

Entry Plan Commitments and Shared Understanding:

- Although a change in leadership can be an exciting time for a school district and its stakeholders, it is also important to embrace the reality that there will be confusion. It will take time for students, staff and our community to make the transition, to get to know me, to build trust, and to understand my leadership style and personality.
- It is my intention to engage as many stakeholders as

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November, 2016





Entry Plan Commitments & Shared Understandings

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- It is my intention to engage as many stakeholders as possible, both within the organization and outside, in order to understand our current reality. I look forward to learning about the hopes, dreams, concerns, and ideas we all share for our students and their collective success.
- I will structure purposeful interactions throughout the first six months of the year to ensure a diverse and deliberate opportunity for stakeholder input.
- I will listen reflectively to the feedback received and affirm that significant changes to current practice will not be initiated during this transition time.
- I will openly process and share my findings with the Board of Education and community.
- Together, we will use the information gathered to establish a collective vision, deliberate goals for student learning, and a shared consensus around how best to achieve and support our objectives through strategic planning.

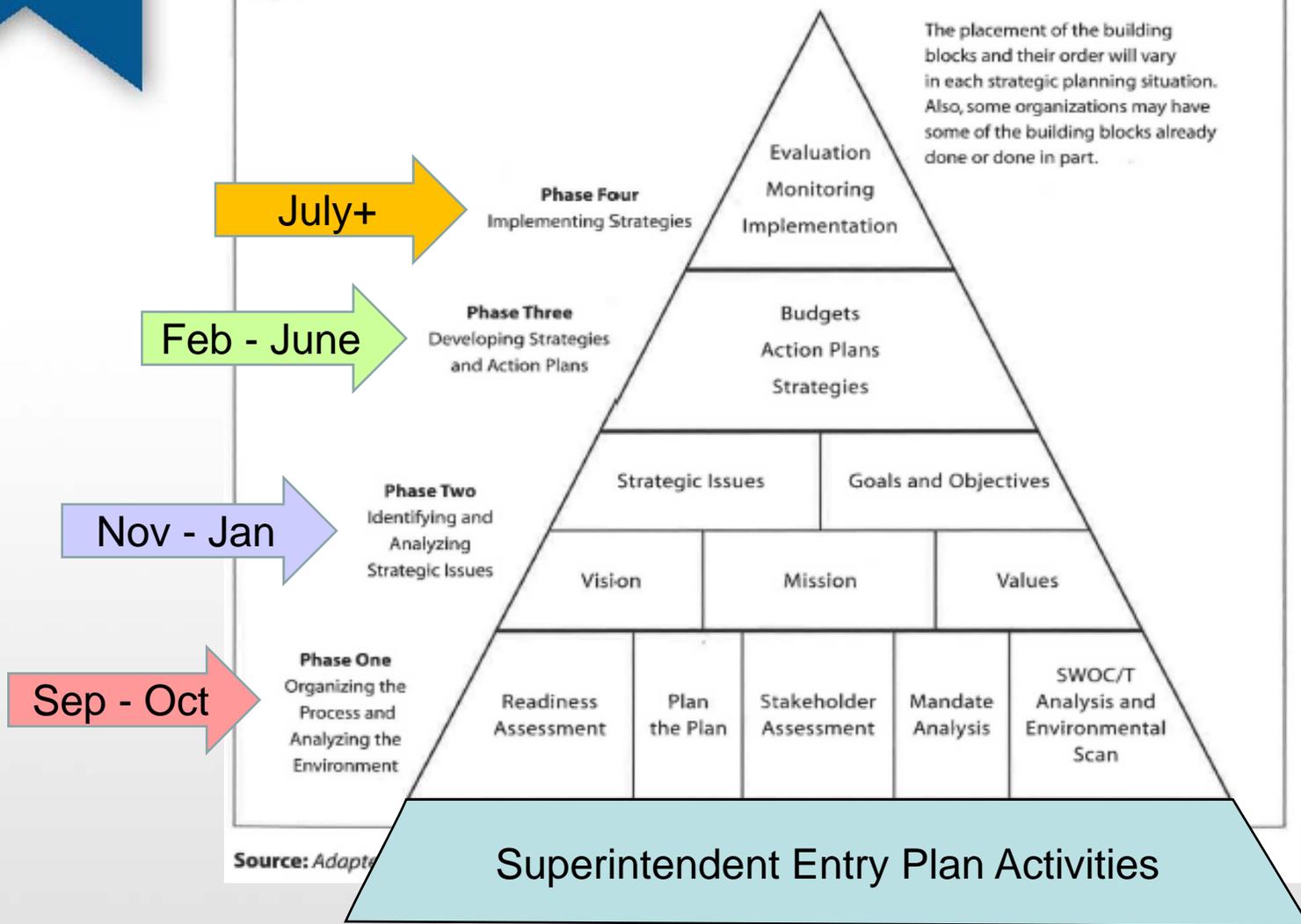


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- Phase 1: Introduction
(July – August, 2016)
- Phase 2: Listening to Understand
(September – October 2016)
- Phase 3: Making Sense
(October – November 2016)
- Phase 4: Engagement & Planning
(November – December 2016)

FIGURE 2
The Building-Block View of Strategic Planning





Phase #1: Introduction

(July – August, 2016)

The purpose of this first phase is to provide direction for the first two months of entry into the superintendent position. The activities described below are meant to provide personal introductions and begin establishing relationships with both internal and external stakeholders. I will,

- Structure opportunities to meet and greet the various constituent groups, such as school board members, administration, professional and support staff, and community organizations.
- Partner with the previous superintendent, current district leadership, and central office team to ensure a smooth start to the school year for students and faculty.
- Use initial observations and reflections to generate inquiry questions during phase two.



Phase #1 Accomplishments

- Met with 149 stakeholders to date
 - Met with many previous board members, local and state officials, regional business leaders, superintendent interview committee members, higher education leaders, and others
- Led board and administrative retreats
- Met with Union Bulletin Editorial Board and education reporter
- Partnered with Dr. Jordan and staff to help ensure a smooth start to the school year
- Addressed all-staff “welcome back” meeting
- Developed website for constituents to communicate entry plan and track progress
- Utilized social media (e.g. Twitter) to share progress and engagement activities
- Met with Big Blue Boosters
- Delivered a summer *Pulse* video address
- Met with school attorney, bond counsel, other business associates
- Attended Walla Walla Fair with poster board of entry plan
- Included entry plan in 2016 Annual Report (~17,000 resident mailing)
- Established monthly WWVEA and PSE meetings for enhanced coordination



Phase #2: Listening to Understand

(September – October 2016)

In Phase Two, intentional meetings are held with members of the various constituent groups (e.g. school board, administration, teachers, support staff, parents, students, community). During these meetings, opportunity is created for me to listen and learn, as well as to begin capturing critical feedback, perceptions, and information to be used in order to develop a picture of both our past and present reality. The activities described below also work to generate trust, respect, credibility, and stability. I will,

- Engage in active conversations, in one-one-one or small group settings, with school board members, district and building leadership, professional and support staff, parents, students, and community stakeholders.
- Actively participate in as many community and school-based activities as my schedule permits.
- Be visible in the schools, committing myself to at least one day a week for classroom visits and staff/student engagement.
- Collect, review, and organize a comprehensive profile of the school district based upon multiple measures categorized by previous perception surveys, student performance results, and other indicators demonstrating student learning and success criteria.



Phase #2

Accomplishments

- Joined local Rotary Service Club
- Participate in Walla Walla Executive Alliance leadership group
- Actively attended school and community events
- Presented to most service clubs, all schools/programs, and ASB/Student leadership groups
- Continued meeting and outreach with the remaining group of key communicators (e.g. former board members, retired administrators, and community leaders)
- Spent two, half-days per week in buildings/classrooms
- Met with other district-related groups/committees (e.g. civic, regional superintendents)
- Participated in a number of outreach events (C2C, Whitman College, Community)
- Prepared information and data necessary to support the Board's work in strategic planning



Phase #3: Making Sense

(October – November 2016)

Phase Three provides members of the constituent groups with the collective results from the *Listening to Understand* phase. The findings from the interactions, coupled with the data profile of the district, are used to create a picture of the present realities in order to help inspire a collective vision for the future. The activities conducted in this phase are used to build understanding, consensus and new thinking. I will,

- Facilitate an internal review, with district administration and board of education, of the present realities and patterned perceptions, insights, processes, and performance data gained from the first two phases of the entry plan process.
- Meet with staff and various constituent groups to share the collective data.
- Through shared dialogue, interaction, and reflection, begin developing a common awareness and understanding of the perceived strengths, weaknesses, opportunities, and challenges facing Walla Walla Public Schools.



Phase #3

Accomplishments

- Met with/participated in 237 interactions to date
- Continued comprehensive community and stakeholder outreach
- Facilitated 10 SWOT Sessions: Board(1), Staff(3), Parent/community English(1) & Spanish(1), Administrator(1), Web-based(3)
- Comprehensive quantitative and qualitative data review and analysis
- Union-Bulletin op ed articles
- Guided Board book study: *District Leadership That Works*
- Led Board Strategic Planning Retreat (Where are we now?, V-M-B statement creation, next steps)



Phase #4: Engagement and Planning

(November – December 2016)

Phase four of the entry plan synthesizes and communicates the prior three phases of work in order to work with stakeholders as we begin to plot a vision and direction for the Walla Walla Public Schools. A deliberate action plan with identified framework for the district is developed, providing the and final product. (January – June 2017)



Together, We Will,

- Use the information gathered, in partnership with school board members and district stakeholders, to begin the work necessary to plot a future vision and direction for the district that is innovative, responsible, accountable, and well-communicated.
- Work with school board members and district stakeholders to begin identifying and creating actionable strategies necessary to understand and realize the vision.
- Establish a long term Strategic Plan by July 2017 that is focused, attainable, well-understood, and supported in order to provide consistency, clarity, and purpose to our core mission of educating current and future students of Walla Walla Public Schools.

Follow Along

- Website
- Twitter
@wallawallasup
- District social media
- Newsletters & other updates

