

Entry Plan

Freeland Middle School Principal (7-8)/Director of School Improvement (7-12)

Introduction, Goals and Rationale

As the potential principal at Freeland Middle School and Director of School Improvement at the 7-12 grade level, I first and foremost want to communicate how excited and honored I feel to have the opportunity to inspire, motivate, and encourage every member in this district and community toward continued excellence. Freeland Community School District, and Freeland Middle School, capture the essence of what it means to be a life-long learner, by always pushing beyond the expectations, overcoming challenges, creating a family environment for staff, students, and community members, and ensuring that learning is at the core of every decision made. If I have the opportunity to join the leadership team at Freeland Community School District, I would bring passion, motivation and an unending belief in Freeland School District to the table, and would continue to push Freeland Middle School by growing every student and staff member, every day, and making it a priority to meet each person's individual needs.

This entry plan has been created as a tool to communicate to all stakeholders my commitment to listening, learning and inspiring Freeland Middle School, and the district as we move forward together in learning around best practices in instruction, curriculum and building a positive culture. I am committed to making sure that Freeland understands that I have a "seek first to understand" philosophy as a new principal, and will always seek out opportunities to listen to students, staff members and community members, to better meet the needs of Freeland schools. Freeland School District is an incredible district to be a part of, and as a candidate for the Middle School Principal and Director of School Improvement, I am excited to continue this learning journey as we become a more unified school family, and ensure that all students and staff members are reaching their full potential.

Goals

As the Middle School Principal I will...

- Establish positive relationships with staff members, students and community members at Freeland Middle School, so that I can better understand the traditions, culture, climate, and values that the Middle School has, and can aid in continuing the tradition of learning and excellence at the Middle School.
- Develop and implement professional learning opportunities for staff members by first developing a knowledge base for Freeland Middle School's strengths and opportunities for growth.
- Continue the culture of PBIS by encouraging staff members and students to understand that at Freeland Middle School we are safe, responsible, and respectful individuals who take pride in being a part of the Freeland School District.
- Begin to establish and design a multi-tiered system of supports to meet students' academic and behavior needs, and to clarify the role of every staff member when supports are in place for students.

As the Director of School Improvement I will...

- Collaboratively design and communicate a clear vision for continued improvement at Freeland School District. This improvement will be research-based, purposeful in design, and supported by data and feedback from staff.
- Create a culture of collaboration through teacher rounds, conversations focused around school improvement, and a continued focus on mutual responsibility for the learning of all students at Freeland schools.
- Continue to focus on designing highly differentiated units at Freeland to ensure that there is a foundation in place for staff members to follow that meets the needs of all students, and ensures that students are learning and growing while attending Freeland schools.

Entry Plan – Implementation

Middle School Principal Entry Plan

Goal: Establish positive relationships with staff members, students and community members at Freeland Middle School, so that I can better understand the traditions, culture, climate, and values that the Middle School has, and can aid in continuing the tradition of learning and excellence at the Middle School.

Objective One: Establish a positive relationship with <u>staff</u> members at Freeland Middle School, so that I can better understand what the school's traditions, culture, climate, and values are at the Middle School.	
Actions that will take place to meet this objective	Timeline
Plan and attend introductory meeting with all staff members.	January 2015
Meet with previous administrator, current High School Principal and Superintendent to discuss the Middle School's current vision, culture and values.	January 2015
Meet with finance personnel to establish procedures and expectations around the budget.	January-March 2015
Send a welcome email to all staff inviting them to a one-on-one meeting during their planning period.	January 15, 2015
Communicate the entry plan to all staff members through email.	February 2, 2015
Meet with Middle School Building Council.	January, 2015
Host one-on-one meetings with all staff members to discuss their current vision for the Middle School, and their perceived strengths and opportunities for growth at the Middle School. This includes classroom teachers, instructional support staff (counselors, special education, etc.) instructional assistants, secretarial staff, cafeteria staff, media center staff, custodial staff, union representatives, etc.	January-March 2015
Host first formal staff meeting: <ul style="list-style-type: none"> - Get to know your new principal activity - Discuss current norms in place, and establish new norms if necessary - Mid-year review of current data at the Middle School – where are we now? Where do we want to be? How will we get there? 	January, 2015
Design a Google Form for staff to take around strengths and areas for opportunity at the school.	February, 2015
Begin to have informal conversations with staff members and Building Council around how to incorporate PBIS with staff members – Awards for celebration to all staff members who are going above and beyond. Recognition cards for staff members.	February-March, 2015
Conduct walk-throughs with staff members, and provide feedback based on these walk-throughs. Walk-throughs will focus on increased rigor and relevance in the classroom, and will challenge staff members to think about how they are meeting the needs of every student in their classroom.	January-Ongoing
Send weekly emails to staff to update them on school events, celebrations, updates and other relevant information.	Weekly beginning in January
Begin to discuss the role of Building Council in the school – purpose? Is there a need for multiple committees – PBIS, nuts and bolts, instructional leadership team?	February, 2015
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year, and an end of the year evaluation that I will create with the Superintendent to measure my success as a principal. This survey will revolve around staff learning, culture, climate, vision and values at the Middle School. This survey will be used to provide valuable insight for what I did well as an administrator, and what I need to improve on for the 2015-16 school year.	

Objective Two: Establish a positive relationship with <u>the student body</u> at Freeland Middle School, so that I can better understand what the school's traditions, culture, climate, and values are at the Middle School.	
Actions that will take place to meet this objective	Timeline
Introductory walk-throughs on the first days of school after becoming the new principal of Freeland Middle School.	January 7-9, 2015
Send a personal letter to all students to explain to them the excitement and passion I have working with them on a daily basis.	January 16, 2015
Send a letter to all parents introducing myself and explaining my vision, philosophies and values as a principal for Freeland Middle School.	January 16, 2015
Informal meetings with students periodically throughout the semester.	January-June, 2015
Host a family meet and greet night so parents and their children can meet the new principal (Perhaps an ice cream social).	February, 2015
Host several round-table meetings throughout the semester for parents to attend to informally discuss the strengths and areas for growth at Freeland Middle School.	February-May, 2015 (Date TBD – 3 round tables would be ideal: January, March, May)
Host a student assembly for students to re-establish norms based on our PBIS model, articulate the vision of Freeland Middle School, and motivate students to finish strong for the year.	Date TBD
Interact with and supervise students during morning drop-off and afternoon dismissal.	January-Ongoing
Recognize student heroes on a regular basis – announcements, lunch hero drawings, bulletin board, etc.	January-Ongoing
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year, and an end of the year survey that I will create with the Superintendent to measure my success as a principal for students. This survey will revolve around students' perception of the climate and culture of Freeland Middle School, and will identify what has gone well second semester, and what areas we need to continue to improve upon at the Middle School. This data will be used to guide decisions for the 2015-16 school year.	

Objective Three: Establish a positive relationship with <u>the community and parents</u> at Freeland Middle School, so that I can better understand what the community values when it comes to Freeland School's traditions, culture, and climate.	
Actions that will take place to meet this objective	Timeline
Develop a school website for Freeland Middle School using Google Sites so that parents can easily access information about the school.	By February 15, 2015
Post an introductory letter and Principal Entry plan on the school website.	January 19, 2015
Participate in parent events throughout the rest of the year.	January-Ongoing
Re-establish and publish protocol and procedures for parent participation within the school: <ul style="list-style-type: none"> - Sign-in and visitor badge - Communicate concerns to your child's teacher FIRST, before going directly to administration - We are family – Parents are partners in education – all parents are welcome to volunteer, be involved, ask tough questions, challenge what is happening at the school, support one another, and celebrate successes. - At Freeland Middle School we commit to: <ul style="list-style-type: none"> o Open and honest communication on a regular basis o Encouraging parent involvement o Making decisions that are in the best interest of each individual child o Never giving up on our students, ever. 	By February 15, 2015

<ul style="list-style-type: none"> ○ Creating a safe and inviting environment for each student who walks into this building ○ Creating a family atmosphere for staff members, students, parents, and community members 	
Develop and conduct a parent perception survey, and evaluate the data with the Building Council.	February-May, 2015
Meet with business partners that Freeland Community School District has already established to continue to support and cultivate these connections within the community.	March, 2015
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year, and through the round table discussions that will take place periodically throughout the year. These discussions will gather informal data about the community's perceptions of the Middle School, and will aid in helping me to develop a plan for creating a safe and family environment at the Middle School in the 2015-16 school year.	

Goal: Develop and implement professional learning opportunities for staff members by first developing a knowledge base for Freeland Middle School's strengths and opportunities for growth.

<i>Objective One: Develop professional learning opportunities for staff members based on Freeland Middle School's strengths and opportunities for growth.</i>	
Actions that will take place to meet this objective	Timeline
Review historical performance data to identify trends at the Middle School for proficiency and growth. Look at data for: <ul style="list-style-type: none"> - The total school - Subgroups - Grade Levels - Individual Students 	January-February 2015
Meet with the previous Middle School principal to discuss the past instructional vision for the Middle School, and the current needs of the school body.	January, 2015
Meet with the High School Principal and Superintendent to discuss data, identify trends, and develop a priority list for the Middle School.	February, 2015
Meet with individual classroom teachers and support staff to review data, identify trends, and develop a priority list for the Middle School.	January-March, 2015
Encourage and provide time for teacher collaboration around data to discuss strengths and growth opportunities for instructional practices in the classroom, design instruction for students based on their needs, and continue to learn from one another when it comes to instructional design.	January-Ongoing
Create a Google Form to collect data from staff around the Middle School's strengths and areas of growth.	February, 2015
Conduct walk-throughs on a weekly basis to provide valuable feedback to staff around their instructional practices.	January-Ongoing
Conduct mid-year and 2 nd observation rounds, hosting a pre and post conference for certified staff members.	January-Ongoing
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will also use the Google Form data to see what we are doing well at the Middle School, and what we need to improve on. I will listen and observe throughout this year to gain a better idea of the perception of professional learning at Freeland Middle School. I will engage in informal discussions with staff members to begin reflecting on my own success as an administrator.	

Objective Two: Implement professional development for Middle School staff that is accessible, practical, and based on feedback and data collected.

Actions that will take place to meet this objective	Timeline
Develop a purpose for the Building Council team to begin to empower teacher leaders in the building to reach out and collaborate with others around best practices in education.	January-Ongoing
Build in time during common planning periods, and after school meetings to provide professional learning for staff.	January-Ongoing
Offer book studies before and after school for staff members who are interested in furthering their knowledge base around best practices in education.	March-June, 2015
Provide resources to staff to make the process of differentiating for students easier and less time consuming – books, articles, strategies etc.	March-June, 2015
Design a website for staff members to use that houses valuable resources around research-based practices in education.	By February 15, 2015

Indicators of Success

I will know that this goal and plan was successful through thoughtful reflection on the year. I will also use a survey at the end of the year to determine whether or not the professional development received at the Middle School level was appropriate, accessible, and practical. I will listen and observe throughout this year to gain a better idea of the perception of professional learning at Freeland Middle School. I will engage in informal discussions with staff members to begin reflecting on my own success as an administrator.

Goal: Continue the culture of PBIS by encouraging staff members and students to understand that at Freeland Middle School we are safe, responsible and respectful individuals who take pride in being a part of Freeland School District.

Objective One: Identify teacher leaders who are passionate about positive behavior supports, and are willing to continue working to ensure that PBIS is an effective intervention system in place at Freeland Middle School.

Actions that will take place to meet this objective	Timeline
Host informal conversations with staff members around their perception of PBIS and its success at Freeland Middle School.	January, 2015
Design a Google Form for staff to address successes with PBIS, and areas of growth with PBIS.	February, 2015
Identify and select a team of teachers who are willing to continue to work towards creating a positive and safe environment for staff members and students through the work of PBIS.	March, 2015
Plan meeting days to work with the PBIS team on setting goals for the 2015-16 school year.	April, 2015
Host a round table discussion with parents, students and community members after school to discuss perceptions of PBIS at the middle school level for these stakeholders.	April, 2015

Indicators of Success

I will know that this goal and plan was successful through thoughtful reflection on the year. I will also see teachers better implementing the shared expectations created through the process of PBIS. I will see teachers in the hallway interacting with all students, not just their assigned students. I will see teachers in shared spaces around the building, guiding and interacting with students. I will see less students being sent to the office, and more students engaging in positive behaviors while they are at school.

Objective Two: Continue to implement PBIS at the Middle School level, and collect data on the positive outcomes from PBIS, and the areas of growth needed to continue the implementation of this behavior intervention system.	
Actions that will take place to meet this objective	Timeline
Continue the theme of “Heroes at Freeland Middle School” with staff and students through the school year.	January-Ongoing
Identify where staff is at when it comes to PBIS through discussions with the previous principal and the Building Council. <ul style="list-style-type: none"> - Share spaces expectations? - Classroom expectations? - Guiding principles – Be safe, be responsible, be respectful? SOAR? - Future goals? 	January-February, 2015
Informally survey staff and students about the role of PBIS, and the “Hero” theme to determine its effectiveness.	April-May, 2015
Host a round table discussion with parents, students and community members after school to discuss perceptions of PBIS at the middle school level for these stake holders.	April, 2015
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will also see teachers better implementing the shared expectations created through the process of PBIS. I will see teachers in the hallway interacting with all students, not just their assigned students. I will see teachers in shared spaces around the building, guiding and interacting with students. I will see less students being sent to the office, and more students engaging in positive behaviors while they are at school.	

Goal: Begin to establish and design a Multi-Tiered System of Supports to meet students’ academic and behavior needs, and to clarify the role of every staff members when supports are in place for students.

Objective One: Determine Freeland Middle School’s current successes and struggles with implementing a multi-tiered system of support.	
Actions that will take place to meet this objective	Timeline
Informally meet with staff members through one-on-one meetings to discuss their knowledge base, understanding, and implementation of a tiered-process for designing interventions with students.	January-March, 2015
Meet with the previous Middle School Principal to discuss the current support system in place at the Middle School, and to discuss strengths and areas of growth around this system. Also, discuss future needs for the school when it comes to the tiered intervention process.	January, 2015
Meet with the High School Principal and Superintendent about implementing a tiered-system of support for all students at Freeland Community School District. Begin to develop a shared vision for this process at Freeland.	February, 2015
Continue to read current research around implementing a tiered-intervention system, and use this research to develop a plan for implementing supports and interventions for students at Freeland Middle School in the 2015-16 school year.	January-May, 2015
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will see more teachers engaging in conversations around how to meet student’s needs.	

Objective Two: Begin to design a process for staff members to use in the 2015-16 school year that meets students, and helps students to find success academically and behaviorally.	
Actions that will take place to meet this objective	Timeline
Meet with the Building Council to begin to identify the current reality for supports and interventions given to students at the Middle School level.	January, 2015
Meet with Building Council to discuss where the Middle School needs to be in the future to better meet the needs of students.	February, 2015
Based on all data collected about the current reality of the Middle School, and the future plans, research will be done to formulate an action plan for the future.	March, 2015
With the Building Council, an action plan will be put in place to improve the tiered-supports system at the Middle School level for the 2015-16 school year.	April-May, 2015
Offer a book study to interested staff members around developing a multi-tiered intervention system for students.	April-June, 2015
If the Building Council and principal are able to establish a practical action plan for tiered supports, the plan will be presented to all staff at the end of the school year with one or two practical steps that staff needs to implement during the 2015-16 school year. If more time is needed to develop an action plan, this will take place in September 2015.	June, 2015
If an action plan is developed in the 2014-15 school year, staff will begin implementing the multi-tiered process of supports for students in the 2015-16 school year.	September, 2015
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will see more teachers engaging in conversations around how to meet students' needs. I will begin to see a culture shift from only working with students that a teacher is assigned, to understanding that we have a shared responsibility to meet all students' needs in the building. I will begin to see teachers engaging in conversations around creating ways to intervene with students who need more targeted and intensive interventions. I will begin to hear conversations from staff members around meeting the whole child's needs – behavior and academic.	

Director of School Improvement Entry Plan

Goal: Collaboratively design and communicate a clear vision for continued improvement at Freeland School District. This improvement will be research-based, purposeful in design and supported by data and feedback from staff.

Objective One: Collaborate with staff, administration and community members to determine a purpose and vision for school improvement at Freeland School District.	
Actions that will take place to meet this objective	Timeline
Meet with previous Director of School Improvement to discuss the current vision and plan for school improvement at the secondary level for Freeland schools. Discussions around future plans will also take place. Also, define the previous Director of School Improvement's role in the rest of the professional development taking place for the 2014-15 school year.	January 15, 2015
Meet with High School Principal and Superintendent to discuss the success of the current professional development plan in place, and identify any adjustments or changes in the plan that need to take place before the next professional development day takes place	January 19, 2015
Meet with the Freeland School District Board of Education to establish a working relationship with the board, and to identify their desires for professional learning and student achievement at Freeland.	February, 2015

Informally meet with staff members to begin to identify strengths when it comes to professional development and school improvement, and areas of growth when it comes to these areas.	January-Ongoing
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will have a clear vision for the school's improvement plan after discussions with all stakeholders. I will have a positive relationship and rapport built with staff members, administrators, board of education members, and community members to continue working with all on school improvement and professional learning.	

Objective Two: Continue to hold high expectations for staff when it comes to school improvement and student achievement by providing quality learning opportunities that are research-based and purposeful.	
Actions that will take place to meet this objective	Timeline
Continue to work with the High School Principal to implement the professional development put into place around rigor and relevance for staff members in the 2014-15 school year.	January-Ongoing
Meet and work with Dow representatives on Project Based Learning initiative in the 2015-16 school year.	May-August, 2015
Continue to research and collaborate around rigor, relevance and Project Based Learning initiatives.	January-Ongoing
Develop an accountability plan for staff to ensure that we are all holding each other accountable for classroom instruction through things like instructional rounds, collaborative conversations, and data analysis.	April-June, 2015
Discuss the implementation of a growth model for staff evaluations in Freeland Community School District with the Superintendent, Board of Education members and High School Principal to encourage growth in all staff members.	June, 2015
Engage in goal setting and formative assessments with staff members around their areas of growth to better plan and differentiate for staff professional development days.	All Professional Development days throughout the rest of the 2014-15 school year
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will observe teacher's engaging in the work that we are learning about in professional development. I will develop a positive relationship with community businesses who are supporting student and teacher success at Freeland. I will reflect on valuable staff feedback to be able to better plan for professional learning in the 2015-16 school year.	

Goal: Create a culture of collaboration through teacher rounds, conversations focused around school improvement, and a continued focus on mutual responsibility for the learning of all students at Freeland schools.

Objective One: Establish a purpose and foundation for what successful collaboration looks like at Freeland.	
Actions that will take place to meet this objective	Timeline
A Google Form will be sent out to collect data on where staff is at now with collaboration, teacher rounds, and school improvement and strengths and areas of growth will be identified to determine what needs to be done to create a collaborative culture at Freeland schools.	February, 2015
At professional development meetings, staff members will begin with reading about the importance of collaborating together. Staff will also be given multiple opportunities to work together throughout their professional development work.	January-Ongoing

Informal meetings will be held with staff members to begin to create a secondary family goal that promotes positive culture, collaboration and mutual respect and responsibility for one another.	January-Ongoing
Informal conversations will begin with staff members around the concept of mutual and shared responsibility for student learning. This will tie directly into the work being done at the middle school level around creating a multi-tiered intervention support system.	January-Ongoing
Discussion with the Superintendent, High School Principal and Board of Education members will take place around how to better promote collaboration and share responsibility at Freeland.	By March, 2015
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will observe teachers beginning to invite each other into one another's classroom to engage in learning with each other, instead of separate from one another. I will observe informal conversations focused around student learning. I will see Building Council members engaging in productive conversation around school improvement with staff members, to continue pushing staff forward in their learning.	

<i>Objective Two: Staff will engage in teacher rounds, and reflective conversations second semester.</i>	
Actions that will take place to meet this objective	Timeline
Meet with the High School Principal to determine when teacher rounds will take place second semester.	January, 2015
Communicate to staff when teacher rounds will take place second semester, and explain to staff what teacher rounds will look like as a reminder for their purpose and intent.	January, 2015
Meet with the High School principal to determine when reflective work can be done around the teacher rounds.	February, 2015
Build in time for staff to meet and reflect on their work over teacher rounds.	February-June 2015. Date TBD
Indicators of Success	
I will know that this goal and plan was successful through thoughtful reflection on the year. I will observe teachers beginning to invite each other into one another's classroom to engage in learning with each other, instead of separate from one another. I will observe informal conversations focused around student learning. I will see Building Council members engaging in productive conversation around school improvement with staff members, to continue pushing staff forward in their learning.	

Goal: Continue to focus on designing highly differentiated units at Freeland to ensure that there is a foundation in place for staff members to follow that meets the needs of all students and ensures that students are learning and growing while attending Freeland schools.

<i>Objective One: Engage in conversations with staff members around their unit plans, and provide constructive feedback to ensure that highly differentiated unit plans are being created.</i>	
Actions that will take place to meet this objective	Timeline
Meet with the previous Director of School Improvement to discuss the current unit plan set up – what are the strengths of this plan? What are the areas of growth? Where is the staff currently struggling with the plan? Where is additional support needed?	January, 2015

Meet with the High School Principal and discuss the high school's perception of the unit plans. What supports does the high school need in place to successfully complete these unit plans?	January, 2015
Engage in informal conversations with staff members around the development of a unit plan. Discuss with staff what their needs are when it comes to more training on the development of these unit plans.	January-Ongoing
Provide opportunities for staff members to work on and finish at least 3 unit plans by the end of the year. Staff members will turn their unit plans in as part of their evaluation.	January-May, 2015
Indicators of Success I will know that this goal and plan was successful through thoughtful reflection on the year. I will use the conversations that I have had with staff to measure the success of the unit plan development so far, and to set up a plan to make these unit plans an easier and purposeful process for the 2015-16 school year. By the end of the year, I will see success if every staff member creates three unit plans that are highly differentiated, and meet all student's needs.	

Objective One: Continue the valuable work being done with staff members around reviewing each content area's curriculum through a formal curriculum review process.	
Actions that will take place to meet this objective	Timeline
Meet with the previous Director of School Improvement to gain better insight and understanding around the current curriculum review process in place for staff members at the secondary level at Freeland.	January, 2015
Meet with the current curriculum cadre groups in place to re-establish purpose and goals for these groups.	February, 2015
Determine next steps with each curriculum cadre: <ul style="list-style-type: none"> - Training around the adoption of the Common Core standards - Identifying current reality of each department, and setting goals for where the department needs to get - Providing resources for staff: Professionals in the field, books to help with guiding principles in instruction, articles for research etc. - Plan meeting times for the 2015-16 school year 	February-June, 2015
Meet with Superintendent and finance personnel to determine the curriculum budget for each cadre that is going through the curriculum review.	February, 2015
Begin the planning process for the next curriculum cadre review team. Continue planning for what the 2015-16 school year will look like for curriculum review teams.	March-June, 2015
Indicators of Success I will know that this goal and plan was successful through thoughtful reflection on the year. I will listen to staff members to determine their needs when it comes to curriculum review. I will build their trust through this listening process, and will provide a plan for them to create a purposeful learning environment for the 2015-16 school year. I will know this plan is successful through listening to and reviewing the plan with staff members, and using their feedback as formative data for the success of the curriculum cadre this year, and the plan for next year.	