

90-Day Entry Plan

GOAL 1: (July 2015)

***ENSURE EFFECTIVE DISTRICT GOVERNANCE
THROUGH POSITIVE BOARD-SUPERINTENDENT
RELATIONS***

Objectives:

Establish the Board and superintendent as a cohesive leadership team with a **student-centered** agenda and build a positive working relationship with Board members as individuals and a team.

Facilitate activities that foster positive behavior among individual Board members and the Board as a whole.

Facilitate Board Governance Leadership training.

Define and internalize roles of both the superintendent and school board.

Collaborate with the Board to review, publish, and widely publicize the vision and mission statement. Be mindful that is must be believable, achievable, conceivable and compelling; it must be defined. Look for opportunities within the community to make it visible. (Advertise...billboards...bulletins)

YPSILANTI COMMUNITY SCHOOLS:
SUPERINTENDENT 90 DAY PLAN

ACTIVITIES:

- Schedule meeting with Board President (Irvine) and discuss our framework, format, and agenda for a Board Retreat.
- Hire a facilitator and (Michigan Leadership Institute), schedule and conduct a retreat.
- Establish a clear understanding of roles, responsibilities, expectations, communications, and systems for mutual accountability.
- Establish a regular meeting time with the Board President and Vice President (Hawkins) for reviewing Board agenda items.
- Schedule an individual meeting with each Board member.
- Meet with each Board member individually and hear concerns, passions, and vision.
- Establish regular communication systems with the Board such as bi-weekly information packets.
- Schedule Board Governance Leadership training.
- Work to establish “one” board voice.
- Identify concerns, perceptions, and issues of contention; move toward resolutions as a whole Board.

GOAL 2: (July 2015)

<p><i>IMPROVE PUBLIC TRUST AND CONFIDENCE THROUGH OPEN, HONEST COMMUNICATION AND POSITIVE RELATIONSHIPS</i></p>
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Objectives:

Increase personal knowledge and understanding of the City of Ypsilanti, its culture, traditions, history, and expectations for the District.

Meet with the Ann Arbor – Ypsilanti Chamber of Commerce.

Establish a relationship with the 5 major employers within The City: EMU, St. Joe's Hospital, Willow Run Airport, The City of Ypsilanti, and WCC; identify key individual contact within each organization.

Validate the community and faith-based organizations as viable and valuable support and partners to public education.

Establish positive working relationships with key leaders and members of the business, service, and support agencies in the community to actively support the education of all students.

Increase opportunities to promote the district image within the community and develop advocacy. Create excitement around YCS, You Can Succeed.

YPSILANTI COMMUNITY SCHOOLS:
SUPERINTENDENT 90 DAY PLAN

Facilitate an understanding and ownership of the District's vision, mission, and purpose as an organization dedicated to providing the best education for all children.

Introduce YCS Central Administration and Principals to the community.

Utilize the Correlates of Effective Schools to ensure our schools' successes.

ACTIVITIES:

- Schedule meetings with individual leaders and community organizations.
- Attend meetings of key organizations.
- Visit community's largest churches, key religious leaders, and their professional organizations and affiliations.
- Meet with Fire and Police Chiefs.
- Schedule a meeting with MLIVE education contributor.
- Host an informal get-to-know-you with local media representatives to the district.
- Write letters/articles to various critical stakeholders communicating district vision, goals, standards, commitment to progress and expressing hopes for the future.
- Establish formats and review process for all forms of communication with all staff.
- Host community forum pertaining to expectations, practices, feedback, and business conduct from Central Administration.

YPSILANTI COMMUNITY SCHOOLS:
SUPERINTENDENT 90 DAY PLAN

- Host a YCS “Meet and Greet” for the community. All principals, Central Administration staff, and BOE will avail themselves to the community for a celebration. Allow community to get to know us as a unit.
- Develop a blog where community members may ask questions openly.
- Establish a communicative method where answers will be provided and when.
- Meet with leaders of all 5 of the biggest City employers. Develop a partnership and promote YCS.

GOAL 3: (August 2015)

<i>INCREASE STUDENT ACHIEVEMENT</i>

Objectives:

Analyze patterns in student achievement data and any gaps in achievement between various student populations in order to determine the appropriate course of action for teaching and learning.

Review school readiness efforts that help students start school ready to learn.

Evaluate trends in achievement in all core academic areas.

Develop model to increase high school completion rate.

Raise and accelerate expectations for all students.

Engage parents as primary supporters for their child's academic achievement.

Establish relationships with Head Start program, Park Ridge Community Center, Perry Pre-School, and other community and Pre-K feeders.

ACTIVITIES:

- Meet with Cabinet to discuss data, create a course of action, and develop timelines for implementation.

YPSILANTI COMMUNITY SCHOOLS:
SUPERINTENDENT 90 DAY PLAN

- Develop a plan to increase opportunities for identified advanced academic learners to participate in local, collegiate programs.
- Create opportunities to meet with teaching staff to hear their concerns, suggestions, and solutions. Set aside a particular day and set hours available for “chats.”
- Help schools develop and implement programs and strategies for involving parents and the community in helping students achieve.
- Develop a plan to ensure students are provided the necessary support to be successful in higher level course
- Evaluate a middle school/high school implementation reform meeting to increase the graduation rates of all student groups.
- Implement and refine attendance procedures for taking and reporting attendance with appropriate supports.
- Develop differentiated means of delivering professional development so that teachers have more time to participate in professional development and school improvement efforts.
- Assist schools in developing, implementing, and monitoring effective strategies for involving parents in ensuring students’ progress.
- Meet with each principal to review achievement data and areas of concern.

GOAL 4: (July and August 2015)

<i>INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY</i>

Objectives:

Assess “Where we are, where we need to” in terms of each major division within the organization to ensure a student-focused agenda.

Gain knowledge of the roles and positions of each member within my Cabinet.

ACTIVITIES:

- Review all critical documents: organizational charts, employee handbooks, policy and procedures manuals, strategic plans, student achievement data.
- Set up a schedule to meet with key central staff and principals. Notify of the intent to meet, time, and location.
- Conduct meetings and organizational analysis.
- Prior to entry, request an assessment of the current status of each major division at the Central Office, an analysis of the critical issues and work priorities for the upcoming year, and the proposed plan of action to address each.
- Review funding streams supporting each area of district operations and redirect if appropriate.
- Establish accountability measures and determine data to be collected.

**YPSILANTI COMMUNITY SCHOOLS:
SUPERINTENDENT 90 DAY PLAN**

- Shadow school business manager (Johnson) daily.

GOAL 5: (July and August 2015)

<i>ESTABLISH A SUPPORTIVE, POSITIVE DISTRICT CLIMATE AND CULTURE</i>

Objectives:

Establish positive relationships with key district leadership and meet all central and school staff to validate each as individual's importance to the district's success.

Communicate with parents and encourage positive partnerships on behalf of students.

Establish a positive, professional and collaborative relationship with association leadership (union) to ensure all decisions are made in the best interests of students.

Establish and maintain connections with the political leadership in the city, county, and State in order to establish clear lines of communication, advocacy, and support for the District.

ACTIVITIES:

- Walk through the Central Office by department (division) and meet each individual.
- Schedule a visit to every school.
- Establish regularly scheduled meetings with staff.
- Meet the Mayor
- Establish regular meetings with Mayor
- Call and schedule a meeting with the State Superintendent (Whiston).

**YPSILANTI COMMUNITY SCHOOLS:
SUPERINTENDENT 90 DAY PLAN**

- Meet with Union Leadership (Powell)
- Meet with Custodians Leadership
- Meet with Office Professional Leadership
- Establish a monthly meeting of all bargaining unit leadership.
- Meet with Student Senates monthly.
- Establish walkthrough days and take time to meet with students and staff.

GOAL 6: (August and September 2015)

<i>IMPROVE INSTRUCTIONAL LEADERSHIP AND PROFESSIONAL DEVELOPMENT</i>

Objectives:

Increase opportunities for leadership, and teach development that is high quality, specific to the needs of employees and results driven.

Support leadership opportunities essential for a high performing school district.

Familiarize community, including building administrators, with the Correlates of Effective Schools.

ACTIVITIES:

- Review, assess and define standards for professional development to enable district and school-based staff to meet and exceed standards.
- Review and align district professional development to create a comprehensive and systematic plan aligned to the district vision.
- Differentiate professional development based on data, needs and district vision.
- Develop a professional development focus and plan. Determine who will monitor implementation and lead the directive.
- Hold professional development on the Correlates of Effective Schools. Serve as the trainer.

GOAL 7: (July, August, September 2015)

<i>DEVELOP THE 2016 – 2017 BUDGET</i>
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Objectives:

Establish budget imperatives with the Board, instructional staff, HR, and community

Support financial priorities of the District

Build a budget to reflect priorities

Identify areas of the budget that need adjustments

Examine all allocations

ACTIVITIES:

- Meet with administrators to discuss and establish budget imperatives; get suggestions
- Meet with Principals' Executive Board to discuss budgeting process
- Examine State funding, as it pertains to developing budget
- Present 2016 - 2017 informal budget to the board
- Meet with U of M School of Business and EMU students to gain ideas, expertise, and perspective on budget development

**YPSILANTI COMMUNITY SCHOOLS:
SUPERINTENDENT 90 DAY PLAN**

- Open up a forum for community to make suggestions and feel valued in the budget process
- Review the operating costs and individual budgets
- Get cost analysis for each YCS building
- Examine expenditures and revenues
- Meet with Finance and HR departments
- Meet with Finance Director to go over line by line budgeting.