

2021-2022

Principal Entry Plan



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PEDU 629 - School Operations

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Statement of Purpose and Rationale

Hello School Family!

I am excited to begin this school year with you and discover your goals and visions for our school. I'd like to start by sharing my 90-Day Plan and Actions with you. Please take a few minutes to read through the timeline, and I look forward to meeting all of you during our one-on-one conversations over the next couple of months.

The purpose of the entry plan is to establish relationships with our stakeholders, learn as much as I can about the history of our school, and discover where we are and where the stakeholders think we should go from here. This plan will extend over the next 90 days as I meet with the school staff, families, community partners, and most importantly, our students while reviewing data from multiple sources. These steps are necessary to foster a deep partnership with our stakeholders and create a safe and loving school culture. In addition, it will include proposed action steps to allow for our continuous improvement.

By creating a collaborative entry process, I hope to unify us through common goals, to be achieved by a shared plan, and motivated by a common belief that our caring students will leave as literate, open-minded inquirers, reflective thinkers, risk-takers, and well-balanced citizens ready for college, career, and citizenship. The plan will include supported professional development for our skilled school staff to enhance current knowledge and allow for risk-taking in the classroom to provide students with exciting and rigorous learning opportunities. The 90-day plan also includes our school building and grounds to provide a safe and welcoming space for all to work and learn.

“To lead people, walk beside them ...
 As for the best leaders, the people do not notice their existence.
 The next best, the people honor and praise.
 The next, the people fear; and the next, the people hate ...
 When the best leader's work is done the people say,
 We did it ourselves!” -Lao Tzu

Shawn M. Weisser, Principal

Entry Plan Goals

- Goal 1: Build a collaborative team of caring professional teachers and support staff committed to student success.
- Goal 2: Identify critical areas of focus for staff professional development, promoting success for all students regardless of their background, circumstance, race, class, or affiliation.
- Goal 3: Gain a deep understanding of the culture representing our school students, families, teachers, and community while building relationships, structures, and systems to support ongoing community engagement.
- Goal 4: Understand the barriers and opportunities to support student safety, social and emotional well-being, and academic excellence.

Summary of Entry Plan Activities and Objectives

The entry plan includes the following areas:

- Communication
- Establish relationships
- Reviews
- Building Concerns
- Office and Bookkeeping - Procedures and Processes
- Data, Data, Data
- Superintendent Meetings
- District Meetings
- Vision and Mission
- Compliance
- Professional Development Plan - PLC

Timeline and Action Steps

FIRST 30 DAYS		
Item	Action	Timeframe
Principal Meeting	Possible: Meet with the outgoing principal. Obtain access to all school-related technology and passwords: SIP site, the BAA secure site, the College Board website...any other reporting accounts that I need access to (if they still have access).	Prior to Day 1
Superintendent Meeting	Meet with the Superintendent to outline expectations of me, staff, school, students.	Prior to Day 1, repeat monthly
Interviews	Conduct staffing interviews as necessary.	Week 1 and ongoing
Asst. Principal Meeting	Meet with the Assistant Principal: ● Review district discipline policies	Week 1 and ongoing

	and procedures so you know expectations (both written and unwritten) • When does the Supt want to be notified of situations (if ever)? • Discuss Crisis Plan and team members. Review district and building safety plans and policies. • Make a note of all emergency drill plans and schedule all required drills with the head custodian and fire dept. • Teacher Handbook review. • Staff evaluations: Identify probationary and tenured staff, as well as those on PGP's	
Digital Communication Plan	Meet with AP & office staff to discuss the current means of communication with all groups (staff, parents, students, community). Then, make changes as necessary based on feedback from members of each group. Update school website regularly. Create and send a welcome letter with any changes, notifications. Who is in charge of social media accounts? Which do we currently use?	Week 1 - review within two weeks and make changes as necessary (fine-tune)
Communication	Send a "Hello" letter to all families and staff (include appropriate translations for ELL families).	Week 1
Review Current Plans	Obtain current plans in the works from AP/Office staff. Modify only if necessary to meet the school/district needs. Review Health and Safety procedures.	Week 1
Building Concerns	Weekly walkthrough with custodial staff & plan for repairs and refreshing. Updates weekly.	Week 1- ongoing
Office and Bookkeeping	Meet with Office Staff and Bookkeeper to discuss Procedures and Processes - discuss current things that work, don't work, and ideas to improve things.	Week 1
Bookkeeping	Review all books with the bookkeeper, make copies for my office to review weekly/monthly. Discuss processes and	Week 1

	procedures. Ask to make a guide for teachers to be included in the teacher handbook. Find out who orders all the supplies for the building for staff and students. Ensure that everything needed for the opening of school has been ordered and accessible when the staff returns.	
Data	Review Schoolwide Data with AP: Where are our students (outcomes and stats disaggregated)? Teacher retention? What data (qualitative and quantitative) do we collect/use? Review current SIP and district and building goals to ensure alignment before meeting with the SIP team. School Report Card; Assessments; etc. Identify student performance/growth trends: - o Total school - o Subgroups - o Grade levels - o Individual students (identify Bottom 30%) • Discipline: - o Restorative Practices - o Identify “Radar Students” - o Behavioral Intervention System • Perception data • School Improvement Plan. Form a committee to address issues.	Week 1
District	Meet with the district leadership team to discuss systems, processes, goals, and alignment. Determine what observation/evaluation system is in use and seek training if needed. Obtain training in any district systems	Week 1 and ongoing
Transportation	Meet the bus drivers. Bring a “welcome” gift to introduce. Arrange for survey/interview times.	Week 1 - ongoing
Teachers	Conduct classroom visits - 2-3 per day.	Week 1 - ongoing
30 hrs scheduled		
People Matter More	Interviews with Teachers and Staff: 3 people a day. Common themes (while preserving confidentiality) will be communicated and possibly discussed with teachers, staff, and Superintendent. Questions may include: Tell me about yourself! Of what are you most proud? What is your philosophy on education? Tell me about your students? If you were the	Week 2 - 3-4 weeks or until all staff members have had a meeting. Ongoing (10+/- hours as necessary per week)

	principal, what would your priorities be? What questions do you have? Follow-up meetings required.	
Community Outreach	Meet with Building Representatives and President(s); Attend PTO meetings; Businesses and residents in the community.	Week 2 - ongoing
Data Committee	Hold meetings for the committee to discuss school data.	Week 2 - ongoing
Crisis Team	Meet with building crisis team - if one does not exist, create one.	Week 2 - ongoing
AP Meeting	Review all Board policies to ensure that you are compliant (they are different in every district). Conduct follow-ups throughout the year.	Week 2 - ongoing
30 hours scheduled		
Vision and Mission	Call for volunteers: Staff, Students, Parents, Community. Conduct an educational philosophy survey. Review current vision and mission statements, discuss whether or not it meets the current school community needs, review vocabulary, and review data.	Week 3 -ongoing
Follow-ups	Follow-up on all actions taken during weeks 1-3. Address any incompleted needs. Continue building maintenance walk thorough, teacher interviews, mission and vision committees, community meetings, and Superintendent meetings.	Week 3-ongoing
Digital Communication Plan review.	Meet with AP, office staff. Then, send out a survey to parents, students, staff, and the community to gauge the effectiveness of the current plan.	Week 3
Community Outreach	Start: Coffee with the Principal. Thursday Morning between 8:00 - 9:00 AM.	Week 3
Crisis Team	Follow-up before school starts. Report out.	Week 3- ongoing
30 hrs scheduled		
Mission and Vision	Committee: Review the educational philosophy survey. Review current vision and mission statements, discuss whether or	Week 4

	not it meets the current school community needs, review vocabulary, and review data. Meet with the team. Apply information on the philosophy to the current mission and vision: Does it meet the school's needs, student's needs?	
Digital Communications	Survey review. With the communications team, make changes as necessary to meet the community needs.	Week 4
Cafeteria	Meet with the head of food services: • How do the lunch lines work? What are the expectations for students in the cafeteria? • Who monitors the cafeteria? • What is the procedure for students who come to school with no lunch money?	Week 4
Summer School	Meet with summer school district administrators for PD and updates.	Week 4
30 hrs scheduled		

SECOND 30 DAYS		
Review	Review all activities planned and executed during the first 30 days, meet with stakeholders for updates, make a new plan to complete or move forward. Bookkeeper check-in. Funding for back-to-school events?	Week 1 and ongoing
People Matter More:	Community Outreach: Families, students, community organizations meetings, and surveys, PTA/PTO/PTSO • Back to School - Planning for Staff and Families • Create two committees with staff, students, families, and the community to organize Back to School events for teachers and students. • Funding?? • Convert committees into year-long activities groups focusing on the four main groups in the school.	Week 1 - ongoing

	INCLUDE ALL STAFF.	
Professional Development Plan - PLC	Work with AP to create Professional Learning Communities by grade level and subject matter. Create ways in which core teachers can be involved - providing and partaking in PLCs. Look for cross-curricular and literacy-based PLC opportunities. Create a PD committee to look for relevant opportunities for staff to grow and take risks to support both teacher efficacy and student outcomes.	Week 1 - ongoing
SPED	Review Special Education protocol and systems.	Week 1
Nurse	Meet with the nurse to review student's Individual Healthcare Plans - you need to know who all the kids are that require special care (e.g., severe asthma, allergies, seizures, etc.) and get any necessary training to administer the medications they need in an emergency. Review district health and safety plans.	Week 1
Transportation	Review bus procedures/routes and learn the traffic pattern in your parking lot – there is always some degree of chaos during dismissal the first week; how is it reduced? *Where is the bus loop? *Where is parent drop-off? *Are these areas well marked? *What staff is outside before/after? *Where has the Principal typically been? *What works, does not work, ideas to change?	Week 1
Summer School	Meet with the summer school administrative team. Create plans to handle: student enrollment, teachers, resources, enrichment, buses, parent-pick-up/drop-off routines. Student and staff health and safety protocols. Breakfast and lunch distribution. Include custodial staff and cafeteria staff. Discuss curriculum with district leadership.	Week 1
30 hrs scheduled		
Review	Weekly review on projects: completion timeline, subsequent projects, etc.	Week 2
Summer school	Finalize plans. Teacher PD, enrichment PD. Make certain supplies and people are in	Week 2

	place. Share Google Drive Summer School plan.	
Meetings	Committees, individuals, others. 10 hours each week. Student assignments.	Week 2 - ongoing
Building	Evaluate readiness for students and staff.	Week 2
30 hrs scheduled		
Summer School	Admin Team Meeting 7:00 AM Custodial/Cafeteria staff meeting 7:30 AM Teacher staff meeting 8:00 AM Oversee intake and all areas of summer school throughout the day End of day admin meeting as needed 4:00 PM	Week 3 - August Week 2
Building	Custodial needs assessment for summer school and prepping for back to school; focus on repairs and safety.	Week 3 - weekly
Community Outreach	Committee follow-up to discuss summer/back to school activity for students/families. Committee follow-up to discuss the back-to-school event for teachers.	Week 3 - ongoing
30 hrs scheduled		
Building	Review any district, state, federal changes in building issues for health and safety. Update staff and make any changes.	Week 4
Community Outreach	PTO Meetings Fundraising Extracurricular activities Community get-togethers - coffee with principal, attend meetings Communications review	Week 4
Meetings	Weekly status report from all committees in digital format, provide support, direction as needed. Monthly meetings. Finalize student assignments with AP and counselor.	Week 4 - ongoing
30 hrs scheduled		

THIRD 30 DAYS		
Procedures	With AP and/or committees: Complete staff and student handbook, PD schedule, Back to School events. Meet with office, bookkeeping, custodial staff to review procedures and clarify any changes before sharing with the team.	Week 1
Building	Walkthroughs to complete necessary <i>classroom</i> maintenance to prepare for staff return. Walkthroughs to complete <i>building</i> maintenance for student return.	Week 1
Staff	Complete staffing requirements, assignments, etc. Mail/email to staff.	Week 1
Staff	Meet and Greet with 10.5/11 month employees, department chairs, librarian, resource/encore teachers, and committee members. Meetings: updates, plans, professional development. Onboarding of new personnel. Mentor/Mentee assignments. Finish plan for teacher back to school event.	Week 2
Students	Back to School Event Committee Meeting with staff, parents, students, and community. Organize the orientation schedule—finish plans.	Week 2
Building	Staff input of rooms and building(s). Walkthrough. Meet with the custodial staff.	Week 2
Ongoing Projects	Meet with those involved with any ongoing projects for status reports and provide support.	Week 2
Summer School	End Summer School and survey teachers, custodial staff, cafeteria staff, and others to determine what worked and what needs improvement. Then, meet with the SS admin team.	Week 2
30 hours scheduled		

Staff	Welcome back all staff. Introduce self and disseminate information regarding opening plans and events. Have a back-to-school event for staff. Provide time for room set up, district and department meetings in the weekly schedule.	Week 3
Students	Orientation for grade levels, back-to-school events to meet their teachers and administrators, and obtain a list of necessary materials. Distribute student handbooks and technology as needed. Community involvement (local library, police, fire department, businesses).	Week 3
Ongoing Projects	Status check-in. Address any issues that I need to or provide support for others to complete their projects.	Week 3
Students	Open House to meet the needs of those who were unable to attend the back to school event. Community involvement (local library, businesses, services). Orientation nights as needed.	Week 4
Teachers	PD, Committee meetings, room setup, mentor/mentee meetings, support all who need help in the process to be ready for their students.	Week 4
Staff	Meet with office staff to finish any outstanding items for student day one.	Week 4
Building	Meet with custodial staff to make sure all projects are complete for student day one.	Week 4

Next Steps

Starting in September, all faculty and staff have returned to the building, procedures and processes updated, meetings with faculty, staff, students, parents, and community have taken place and plans made for the school year. The next 90-day plan will be filled with

continuous staff observations, meetings, and professional development; Parent-Student Organization meeting attendance; community outreach committee meetings and activities; school district leadership meetings; and the day-to-day management of the school building.

The next step is to build a culture that respects teachers and reduces stress by creating an environment of trust and compassion and providing support for each other. Finally, I will work with the administrative staff and leadership committee to build capacity by providing a growth opportunity resource site and supporting those who wish to expand their leadership experiences.

Providing opportunities for parents to become involved in their children's education and becoming educational partners is a significant component of student success. It will be encouraged in communications and parent-school meetings, such as PTO or parent-teacher conferences. I will also continue to reach out to community organizations to build relationships that will benefit the child, the staff, the families, and the school as a whole.

Reflection

I learned from this exercise that each plan we create would need to be altered to meet the specific school's needs, culture, community, and educational requirements. As I researched principal 90-day plans across the internet, I discovered so many that I became overwhelmed. My plan became very detailed as I found that I needed to clarify what actions were required. Many that I viewed were very personal with letters to the staff, while others are very straightforward and detailed. It would be easy to write the categories only on one side and then write down what needs to be done for each category; however, I felt that it was not clear enough for me and left out the intricacies of the actions needing to be completed.

Another thing I learned from this process and my internships are that everything is "ongoing." Rarely does anything actually have an end date because as one project or process

nears completion, we meet again to discuss the next steps. One meeting is not the end but the beginning of a relationship that needs to be fed regularly to grow. The end of the school year is not the end as data is still being reviewed and plans are made for the summer and the following school year. Even budgeting is not completely finite as money for projects are estimated and planned for during one year for the next and re-evaluated regularly. The 90-day plan is ongoing.

It is essential for an administrator to have a basic plan to get to know the people, the building, the community, and the procedures and processes of the district and school in question before moving forward with any actions. Having a plan also exudes confidence in your abilities to lead and demonstrates to the community at large that you are thinking about what is best for them and invite their input. It is the first opportunity to build relationships with the community and provide everyone with a voice.

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“I have neither given nor received help on this work, nor am I aware of any infraction of the Honor Code.”

Shawn M. Weisser