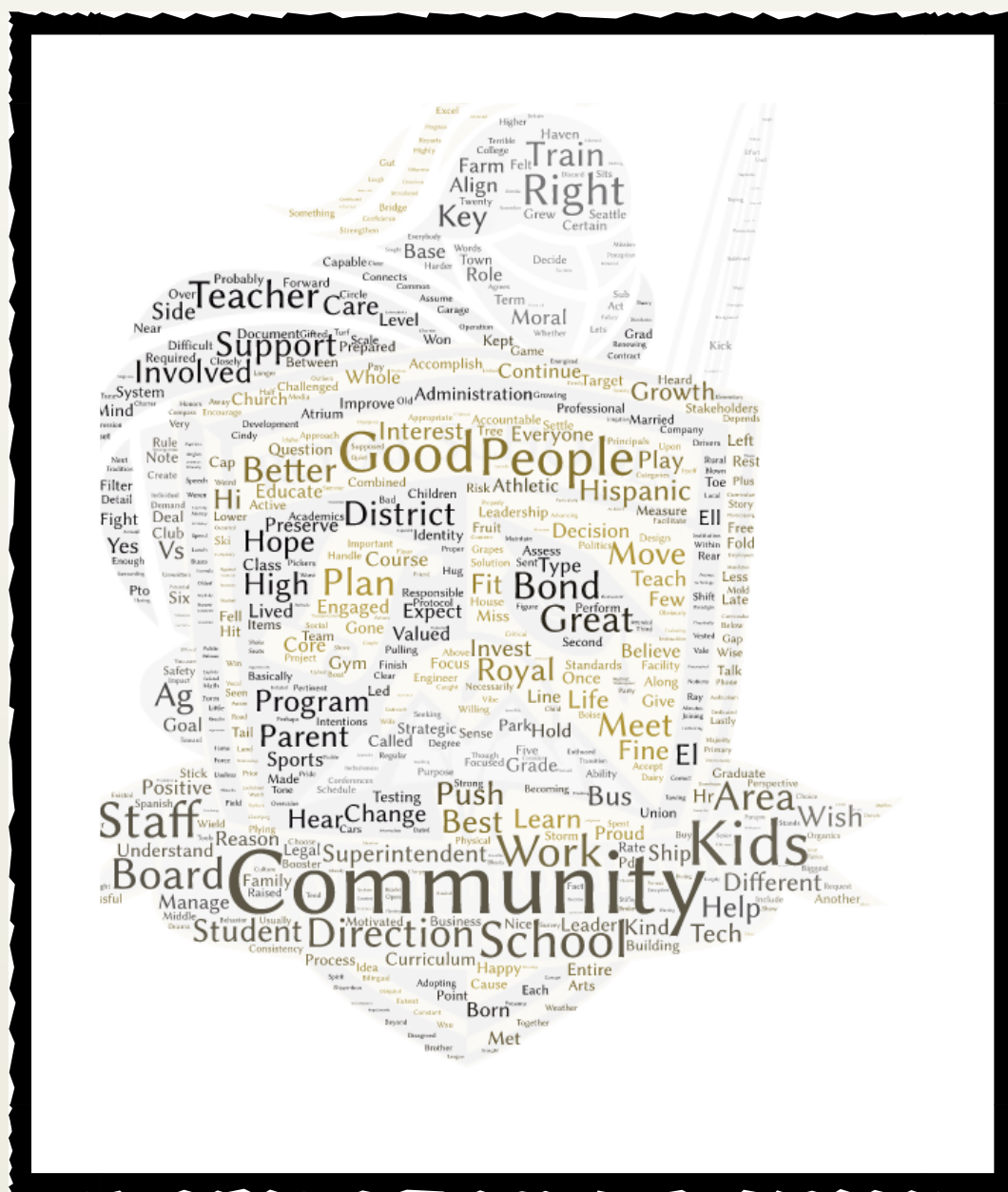


Entry Plan Report

Roger W. Trail
Royal School District
December 2016



A tradition of pride and excellence

Una tradición de orgullo y excelencia

Relationships. Culture. Growth.



Royal School District No. 160

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December 19, 2016

Dear Royal Schools, Parents and Community Members,

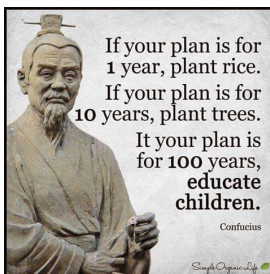
In March 2016, the Board of Directors selected me as the next superintendent of Royal Public Schools N^o 160.

As I emphasized during the selection process, my Entry Plan would focus on establishing relationships with the community and staff, learning about Royal's culture and identifying areas of growth.

Prior to my official employment, I was fortunate to make several visits to the district to begin work on my pre-entry phase (April-June). During this period of time I visited all of the buildings and began to cultivate relationships with district employees, community members and the Board of Directors.

In July, when my employment became official, I began work on fine-tuning my Entry Plan and presented this plan at the August board meeting. In order to be as transparent as possible, details of the plan were made available on our web-site.

In an effort to achieve my goals, I met with a total of 38 people including both staff and community members. Prior to these meetings I generated a set of questions germane to each group. To maintain consistency with the data, the following questions were the same in every interview:



- Please tell me a little about yourself in order for me to get to know you.
- What are our system goals? Are they on target? What stands in the way of achieving them? How could we overcome the obstacles?
- What is the most important to preserve in our public schools? What is the most important to change?

The following report outlines key learnings gained during my pre-entry work as well as regular entry plan activities focused on establishing relationships, learning about the culture of the district and the community and identifying areas for growth. The findings in this report are organized around the key questions that were posed to key communicators during my Entry Plan activities. The findings in this report will inform our collective work in creating a dynamic and informed strategic plan focused on the improvement of student learning.

Sincerely,

Roger W. Trail, Superintendent

Entry Plan Goal 2:

Learn about the values, norms and goals of our community.

Goals:

- Acquaint myself with key events, issues and concerns that influence, or have influenced the Royal Schools.
- Learn about the values, norms, expectations and goals of our community.
- Lead through the collective analysis of this information that will result in defining our priorities for improving our children's education.
- Develop objectives to accomplish our priorities.

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Pre Entry & Entry Plan Activities

Progress

Progress Key

X Completed

X In Progress

X Not Initiated

Develop Entry Plan	X
Share Entry Plan with the Board at Retreat	X
Share Entry Plan at Board meeting	X
Carry Out Entry Plan Interviews: Board Members, Principal, Managers	X
Meet with Board to clarify initial operating procedures	X
Continue to define working relationships	X
Establish procedures for Board to evaluate superintendent performance	X
Discuss implementation of entry plan	X
Entry Activities with Leadership Team	X
Define expectations, procedures and ground rules for the relationships between principals and superintendent, district office, community (and one another, as need may be)	X
Review district office strategies and timelines for accomplishing key, system-wide tasks and identify needed adjustments to take building level issues into account	X
Coordinate opening of the school year activities	X
Hold meetings with individuals as necessary, depending on vacation schedules, to plan for next year's tasks.	X
Spend a full day in each school, with each visit scheduled by the principal to maximize my opportunity to observe teaching and talk with teachers about their teaching.	X
Review management strategies and timelines for accomplishing key, system-wide tasks and identify needed adjustments.	X
Hold meetings with individuals as necessary	X
Interview REA/PSE Officers	X
Schedule regular meetings with association presidents	X
Schedule labor management meetings with the association presidents.	X
Interview key municipal officials	X
Interview church leaders	X
Interview key communicators from community	X
Interview key communicators from Hispanic community	X
Attend PTO Meetings	XX
Meet Key Personnel in ESD 105	X
Attend Superintendents' Conference in Chelan, New Superintendent's Conference in Olympia, WSSDA Annual Conference	X
Sign up for WASA Mentor Program	X
Meet District 13 Legislators	XX
Bring Initial Report to December Board Meeting	X
Bring Final Report with Recommendations to January Board Meeting	X

Entry Plan Report, Roger W. Trail



Culture and our Schools

What I learned about the

Overwhelmingly people feel positive about the schools their children attend. The shared belief is that staff care for and support students at our schools.

What is working well?

1. Communication and culture in the buildings
2. Maintenance of Facilities
3. Community and Parent Engagement

In their words...

"The most important thing to preserve is the general feeling that Royal is a special place."

"We are all kind of like a family and try to help wherever we can."

"I think we are getting better at communicating with the Hispanic community."

"The schools have done a good job both with education and maintaining facilities."

Summary

The Board and Community overwhelmingly feel positive about the schools their children attend. The shared belief is that staff care for and support students at our schools. Community members also felt positive about the various forms of tools that are being utilized to facilitate communication including the new Facebook Page, the updated web-site and the Tuesday folder.

Needs

1. Improvement in academics and student achievement
2. Improvement in Facilities: current & anticipated growth, transportation facilities, land acquisition & district office
3. Addressing challenges with two cultures

In their words...

"There are not enough challenging courses at the high school level." (AP and College in the Classroom)."

"We need a plan to handle growth." (facilities and land).

"People from the Hispanic community want to do more but don't know how."

Summary

The Board and community members shared that there are many academic areas that need to be addressed. Areas of concern include English Learners (EL), Career and Technical Education (CTE), academically challenging courses such as AP and College in the classroom and the Hi-cap program. Many responses also included the identified need for keeping up with our expanding population as well as updating or adding to facilities. Several participants felt that it is important to look for ways to engage the Hispanic community and bring them into the fold.

What do you expect of me as superintendent of Royal Schools?

- ◇ Access and visibility
- ◇ Provide Leadership
- ◇ Academic improvement
- ◇ Clear and consistent communication

In Their words...

"Keep everyone enthused, energized and moving forward."

"Be visible to the community and a great communicator with community members."

"Be the facilitator and architect of learning development."

"Stay positive, even when things are difficult."

Summary

The Board expressed a strong desire for a superintendent who is visible in the community and possesses excellent communication skills.

Academics and Safety should also be a major focus.

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Recommendations

Based on the findings from the conducted interviews as other onboarding activities, I have found that there is a need to revisit the Royal School District Strategic Plan.

Items in the plan should include the following components:

Shared Vision – What kind of district do we want for the children and staff?
(2020 Vision)

Mission Statement – A succinct powerful statement on how we will achieve our vision. This includes our purpose, what we care about most and what we want to accomplish.

Theory of Action/Change – If we do “x”...desired action will occur.

Foundational Expectations of the Board – Suggestions include the following:

- ◇ Safety
- ◇ Learning
- ◇ Fiscal Responsibility
- ◇ Hiring and retaining talented staff
- ◇ Community Engagement

Key areas as identified through Entry Plan.

These items should be tied to the foundational expectations of the Board:

- ◇ Learning (CTE, EL, College in the Classroom, Hi-Cap)
- ◇ Addressing the challenges of a growing district
- ◇ Fostering a welcoming environment that actively engages the Hispanic community
- ◇ Technology

Next Steps

- ◇ Leadership Team work: Vision, Mission, Theory of Action, & Strategic Plan
- ◇ Input & Approval of Board of Directors (Work Sessions)
- ◇ Share plan with stakeholders
- ◇ Align District Plan with School Improvement Plans and evaluation goals
- ◇ Monitor and adjust accordingly



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