



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

Duane R. Meighan, EdD
April 24, 2020

Every Child, Every Chance, Every Day



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

Our mission is to provide innovative learning opportunities in a nurturing and safe environment for all children as we prepare them for college and career readiness.

Introduction:

The board's mission statement articulates the district's goal explicitly: Provide innovative learning opportunities in a nurturing and safe environment for all children as we prepare them for college and career readiness.

Is CC Hills 160 close to realizing this mission? What are the challenges that need to be addressed as well as its root causes? As superintendent, I have been given the responsibility to ensure that CC Hills 160 is on path to becoming the state's premiere school system, eliminating barriers for students, challenging the status quo, and offering equitable access to high quality education so all students can excel academically through continuous learning.

The Country Club Hills District has given me the responsibility as the superintendent, to share a 100-Day Entry Plan that reflects the aspirations of the staff and school community in driving academic achievement for all students through collaborative partnerships, mutual trust, reciprocal accountability, and transparent communication. The Vision: *Academic Success for All Students* will be the blueprint for CC Hills SD's blueprint for academic success.

The first one hundred days of any leadership transition are clearly of vital significance. This is especially true in an environment where *school accountability* is at its highest point.

The transition plan is driven by a tenet put forth by Tony Wagner in *Change Leadership*. Tony Wagner says, "to generate the much needed momentum and urgency for change, people need to understand the why behind the journey they are beginning."

Purpose: The purpose of this plan is to establish a set of activities that will guide my transition to the role of superintendent of the Country Club Hills School District 160, and the months that follow through the end of 2020.

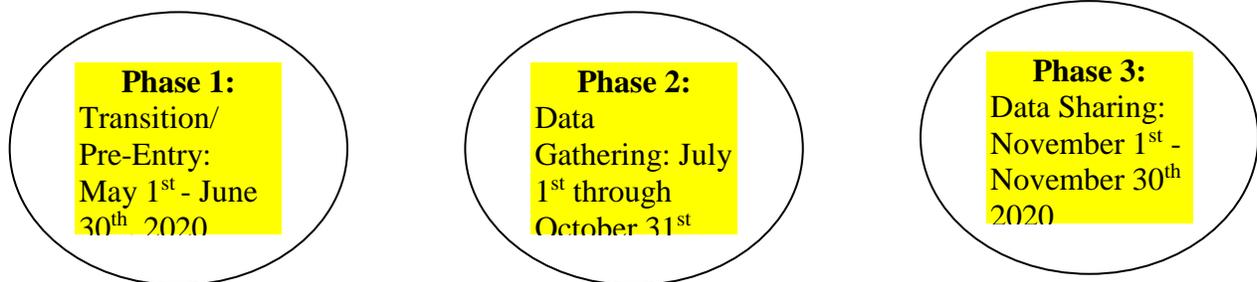
Objective: To create ideas for sustaining and enriching the school districts' record of success and working collaboratively with all stakeholder groups to identify strengths and opportunities for growth. The data will assist in setting the foundation to develop the new 3-5 year strategic plan.



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

A robust entry plan will allow me to do the following:

- Quickly learn the needs and strengths of the school district
- Commence a smooth transition of leadership
- Build strong, collaborative relationships, and a culture of trust from school and community members to address the district's challenges
- Form a foundation for developing the new strategic plan
- Embrace multiple perspectives and assure that voices are heard
- Determine what needs immediate attention and what will require long term planning and implementation



Strategic Plan Development with stakeholder groups and Action Planning: December 1, 2020- January 31st 2020

Goal 1:

SCHOOL BOARD RELATIONS:

To develop a robust, collaborative relationship with the school board and to develop processes and expectations for an effective leadership team.

Pre-Entry Actions:

- Share my entry plan with the Board and allow time for recommendations and improvement.
- Discuss and establish consistent meeting times with the Board President during the transition and after transition going forward
- Schedule one on one meetings (Possibly Remote) with each board member to establish a strong partnership, get to know them and learn about their goals, concerns, and aspirations for the school district



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

- Request initial board retreat (Possibly Remote) to discuss communication protocols, roles and responsibilities, expectations for year one, agenda setting, and district goals
- Examine current protocol and processes for addressing constituent services and make adjustments as necessary

Entry/Actions:

- Establish using the appropriate communication protocols between the Board and the new superintendent of schools.
- Schedule time to meet with the board president and committee chairs (i.e. Finance, Policy, Education) to learn more about their roles and how they work in partnership with the superintendent and district office.
- Get feedback on the proposal for the next set of board retreats to focus on shared values, reflections on organizational structure, and process for establishing 3-5 year vision, mission, and strategic goals. (New SD 160 Strategic Planning)
- Collaborate on a performance evaluation format with goals, objectives, and indicators of success to be used to evaluate the superintendent
- Conduct school visits with interested school board members beginning in August
- Schedule community listening tours, visit community organizations with school board members and communicate our current mission relentlessly

Goal 2:

STUDENT ACHIEVEMENT:

To assess how data and resources are aligned to the work of increasing college and career readiness, closing the achievement gap/opportunity gap, and preparing students to be globally competitive

Data References: Analysis of CC Hills 160 State Assessment Data

Pre-Entry Actions:

- Assess district's expectations for all students' academic success and commitment to meeting the needs of all learners, including a process for identification, referral, and goal setting in IEP's, and inclusion practices.
- Identify underperforming schools and initiate a root cause analysis of why they are not meeting the needs of students based on IAR. Determine a course of action beginning with reviewing the continuous school improvement plan and integration of social and emotional learning with academic achievement.



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

Entry/Actions:

- Conduct analysis and meet with CC Hills 160 Instructional Leadership Team and principals to discuss achievement data, instructional programs, curriculum maps, and assessments. How are we measuring success? How do we know? What are the tiered support systems available to students?
- Determine the degree of rigor that is embedded in the current curriculums across content areas.
- Determine how well the current curricula aligns with CCSS and where we see social, emotional and academic needs being integrated in content and learning activities.
- Establish effective protocols and the review process for instructional programs, curriculums, and support materials for evidence of closing the gap and improving student achievement.

- Superintendent will train all building principals and their teams on the two year cycle continuous school improvement process and schools will develop their school improvement plans, priorities and targets based on NWEA MAP Growth and Attainment
- Assess professional learning design and capacity for meeting the needs of school leaders, teachers and district office staff that promotes cycles of inquiry instead of “sit and get” traditional PD.
- Explore how data is monitored to ensure all students are performing at or above grade level and are receiving targeted interventions.
- Inventory all technology-based instructional programs and software to determine the quality of 21st century learning and blended learning opportunities.
- Review the current e-learning and remote learning plans and develop a strategy for learning on inclement weather days.
- Meet with outgoing superintendent(if possible) to review performance results of schools, assess progress and determine proactive actions for continuous support and improvement of growth

Goal 3:

LEARNING, LISTENING, AND UNDERSTANDING:

To become familiar with the people, central office staff, programs, schools, as quickly and fully as possible

Pre-Entry Actions:



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

- Collaborate with Interim Superintendent regarding the search for Directors of Curriculum, Student Services and Finance and Operations and assistant principals
- Schedule one-on-one meetings with the building principals to get their perception of the culture and climate in their schools, instructional programs, and academic results based on state and local data.

Entry/Actions:

- Continue to conduct meetings with all professional organizations, union groups, support staff, to discuss their views of the school system
- Continue to meet with school leaders and district leaders and develop schedule for (DLT) District Leadership Team meetings and executive Cabinet Meetings
- Visit each school and every classroom with building principals to learn the type of teaching and learning and leadership that is prevalent and in alignment with Danielson Model
- Develop a calendar and structure for school visits for all schools for the 2020-21 academic school year. All principals will participate in a coaching model with the superintendent in an effort to improve academic outcomes.
- Establish an elementary and secondary principal's advisory council to the superintendent
- Establish accountability system for new cabinet members and central office that will shift from the top down model to bottom up approach that allows for delivery of service to schools.

Goal 4:

CRITICAL ISSUES:

To identify and analyze the critical issues that represent both barriers and opportunities for advancing academic achievement for all students

Pre-Entry Actions

- Conduct analysis of Fiscal Year 20 District Budget to better understand the expenditure and revenue performance as well as implications for the Fiscal year 21 Budget
- Review where CC Hills falls within the state of Illinois (ISBE) as it relates to disproportionately for discipline and identification for special education services

Entry/Actions:

- Continue analysis and review of fiscal year 20 budget as well as the build out of the Fiscal Year 21 budget with the finance committee



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

- Establish the dates for the district's finance committee, which will include one or two board members, superintendent, Director of Finance and Operations, and other relevant staff.
- Review all grants and determine their purpose, timelines, and plans for sustainability. Ensure that consolidation district plan is complete and that Title 1-4 are submitted to the state with a targeted date of August 1.
- Review all employee collective bargaining agreements, when they expire, and recommendation for IBB (Interest Based Bargaining) for future collective bargaining
- Review district discipline models, social and emotional learning (SEL) curriculums and its impact on student learning
- Review the district's current communication's plan and recommendations for build out of a comprehensive communication plan that is aligned with the strategic plan
- Evaluate attendance, chronic truancy data across the district and develop strategy to improve attendance. Do schools have attendance teams? How are we monitoring attendance? 9.5 days or less should be the goal
- Review any pending legal matters with district attorney if needed and determine the correct course of action

Goal 5:

EFFECTIVE COMMUNITY ENGAGEMENT:

To ensure effective communication and authentic community engagement by building and cultivating relationships with key stakeholder groups and ensuring the delivery of timely and accurate information

Pre-Entry Actions

- Review and assess the school district's current communication plan and strategy for outreach to the Country Club Hills' 160 community.
- Review school and district climate surveys (5 Essential Surveys) which provides data and insight on a schools' organizational strengths and opportunities for growth based on five essential elements.
- Review the school district's safety plan and building level plans, including plans for crisis communication.

Entry/Actions:

- Meet with members of the Country Club Hills' District PTO and establish meeting dates for the academic school year.



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

- Meet with members of the Country Club Hills' Education Foundation and establish meeting dates for the academic school year.
- Meet with members of the Country Club Hills' Chamber of Commerce
- Establish Key Communicator's Group monthly meetings to inform and keep the group updated on the work of the district and to answer questions from key members of the community. (City Manager, business leaders, university partners, police chief, past board members, etc.)
- Establish a date in November for the superintendent's state of the district to provide parents and the community with an update on the current state and strategy to improve the school system.
- Review the district's technology communication strategy such as the current website, e-newsletters, social media, school messenger, board briefs, and other technology related modes of communication. Where can we improve?
- Develop an avenue for regular outreach to all communities and all citizens through community forums, school curriculum nights, and meetings with key community stakeholder groups
- Meet Mayor James W. Ford and listen to his perspectives regarding the CC Hills' school system
- Meet with superintendents of Feeder High School Districts (Rich 227 and Bremen 228), to develop understanding of academic alignment and vertical and horizontal articulation efforts
- Meet with Dr. Jose Torres, President of Illinois Mathematics and Science Academy, as well as local community colleges and universities (St. Francis and Governors State University)
- Meet with local pastors of Faith-based organizations
- Meet with local media outlets, editorial boards and education reporters to establish a strong, honest and collaborative framework for communication
- Schedule listening sessions with board members throughout the communities to hear views and suggestions for school system improvement

Conclusion:

The New Superintendent's First Day in the district and First Day of School

On July 1st, my first day in the school district, I would like to meet and greet principals, assistant principals, central office staff, staff, board members, parents, and students. If in-person summer learning is occurring, I would like to go on a summer learning tour and visit classrooms to see



COUNTRY CLUB HILLS SCHOOL DISTRICT 160 SUPERINTENDENT'S ENTRY PLAN

what type of teaching and learning is occurring in the classrooms. This will also allow me to learn the depth and breadth of summer learning opportunities within the school system.

First Day of School for Students

On the first day of school, I would like to visit all schools. I will also meet with district staff to evaluate the quality of opening day/week activities, and make any needed adjustments going forward.

Near the end of my initial 100 days, I will have learned largely about CC Hills 160. Additionally, I will be prepared to share findings with board members and propose plans to drive improvements in the key areas of student achievement and organizational efficiency and receive feedback and recommendations. Proposed plans and agendas will be shared with staff and the school community to promote understanding, commitment and support for the goals and purpose of driving continuous improvement across the school system.

Foundation for New Strategic Plan

Lastly, this entry plan will provide me with the opportunity to listen and learn from a vast array of CC Hills 160 stakeholders and gain a deeper understanding of the context and structure of public education in Country Club Hills 160. This plan will also serve as data that will assist in developing the districts' strategic plan and build on the success of CC Hills 160.

Please keep in mind that this plan is a living and breathing document that will be adjusted as needed based on feedback and new learning. In addition, many of these actions will be ongoing. I share the board's vision of academic success for all students and I will work collectively with the board and the community to make CC Hills the premiere school system in the state of Illinois. This will require honesty about what we are doing well and what we must do better in order to receive results for students. We must work collectively as a team to supply our students with the skills and habits of mind needed to become globally competitive in this rapidly changing world.

