

Plan of Entry

New Superintendent, Dr. Erin Prince

Quote from Dr. Prince: *“As I begin leading CK Schools, I want to connect with people across our district and our community. Relationships are built through listening and learning.”*

Listening, Learning, Leading

The purpose of this entry plan is to create an intentional and inclusive process for the transition of the new superintendent into Central Kitsap Schools. The process is designed to create ideas for sustaining and strengthening our record of successes. Dr. Prince has identified five goals as the tenets and foundation for building a community of trust and learners:

1. Exceptional student success, growth and well-being
2. Effective district governance through positive board/superintendent relationships
3. Collaborative relationships with stakeholders (students, staff, families and community)
4. Design for excellence through organizational efficiency, effectiveness and accountability
5. Ensure schools are safe and secure with positive, inclusive climates

Entry Plan Structure

This phased entry plan will provide a structure for the superintendent to **listen, learn** and **lead** as she works through the transition process.

Listening to Understand

March – October 2019

Dr. Prince will meet with internal and external stakeholders to listen and learn. She will also begin capturing critical feedback, perception and information to develop a picture of our district—where we’ve been and where we are now.

Making Sense

November – December 2019

Results from in-person meetings and online feedback will be shared. Dr. Prince will use these results, as well as district data and reports, to develop a vision and strategy for the future.

Engagement and Planning

January – February 2020

The first two phases will provide Dr. Prince a better understanding of the district’s strengths and areas for growth. Moving forward, she will work with stakeholders to inform and refine the strategic planning process.

TRANSITION GOALS

- **Ensure** a smooth and successful transition of leadership.
- **Establish** relationships with students, families, staff, labor associations, community members, local partners, business leaders and elected officials.
- **Develop** an understanding of CK Schools, including organizational structure, climate and priorities to ensure alignment of resources, efficiency and effectiveness.
- **Identify** the district’s strengths and areas for growth in order to inspire a collective vision and strategy for the future.

OUTCOMES

- A seamless transition of leadership.
- A visible superintendent out in schools and in the community, building relationships and listening to students, staff, families and community members
- A summary report outlining the superintendent’s findings, observations and next steps; this report will help inform and refine strategic planning.

ENTRY PLAN COMPONENTS

The following activities will be core components of the entry plan:

- School/site visits and meetings with staff and students.
- Relationship building with association leaders, administrators and central office staff.
- In-person and online community engagement efforts involving families, community members, local partners, business leaders and elected officials.
- Academic data analysis and document review.
- Operations and finance review.

Entry Plan Activities

Throughout each phase of the entry plan and beyond, the superintendent will always be engaged in a purposeful effort to listen and learn about Central Kitsap Schools.

Welcome Back Event

This event is an opportunity for Dr. Prince to bring all CK Schools employees together to celebrate the start of a new school year. She will introduce herself and share the district’s vision and goals for the upcoming school year.

School/Classroom and Department Visits

On the first day of school, the superintendent will visit schools across the district to welcome students. School visits will continue to be an important element of Dr. Prince’s entry plan—and beyond. She will dedicate at least one day per week to be out in schools.

Dr. Prince will conduct visits to every facility in the district to review areas of focus and needs and capital projects progress. She will meet with staff to review accountability plans for all departments, clarify process and progress toward improvement with priorities, and review budget and organizational structure. Dr. Prince will also shadow support staff roles across the district at least monthly.

Leadership Relations

Over the summer, Dr. Prince will conduct a leadership retreat/gathering to set the tone and vision for the upcoming year. She will also conduct one-on-one meetings and organizational analysis with all principals, directors and managers.

Dr. Prince will review and/or develop plans collaboratively with district leaders to establish key metrics and quality service goals to ensure the performance of district administration can be determined and measured with alignment to core function and support for student success.

Dr. Prince will review employee group contracts and negotiation plans for 2019-20. She will meet with association leaders to establish a positive working relationship.

Student, Staff and Community Engagement

The superintendent will conduct a series of meetings and interviews to hear from members of the community, policymakers and other stakeholders. During these meetings or interviews, Dr. Prince will use inquiry questions to gain insights:

- What are the primary strengths of CK Schools?
- In what areas can CK Schools improve?
- As you think about our school district, which three values are most important to you?
- In what ways can I best support you?

Meetings or interviews may include, but are not limited to:

Students

High school dropouts

Leadership (ASB) classes

Recent graduates

Families

Booster clubs

CK Montessori Parent Association

CKPTSA and school PTSAs

ELL parent groups

READY! for Kindergarten classes

SEPAC

Staff

Administrators (Leadership Council, Cabinet)
District office staff (JW, TLC)
Department meetings
Labor associations (CKCA, CKEA, CKESP)
School staff meetings

Community

Alumni associations
Central Kitsap Backpacks for Kids
Central Kitsap Community Council
Central Kitsap Fire & Rescue
Central Kitsap Food Bank
Kitsap County School Retirees
Kitsap County Sheriff's Office League of Women Voters of Kitsap
Local government officials
Local religious leaders
Naval Base Kitsap officials
Seabeck Community Club
Service organizations (Rotary, Kiwanis, Lions Club, Dandy Lions)

Educational Partners

Kitsap Regional Library
Local superintendents, including OESD 114
Olympic College
Paul Linder Educational Foundation
YMCA

Business

Silverdale Chamber of Commerce
Realtors Association
Harrison Medical Center
Kitsap Labor Council
Kitsap Home Builders

To suggest other groups, email kimk@ckschools.org.

Community survey

The district will also reassess community perceptions and priorities in fall 2019 through a community phone survey. Results of this survey will be available in winter 2020.

Data Analysis and Document Review

Dr. Prince will review all critical documents: organizational overview, employee handbooks, district policies and procedures, school and district improvement plans, and student achievement data by school. This includes the 3-5 year Strategic Plan.

Dr. Prince will also review key district financial materials, budget, most recent audit and grants. She will examine operating and capital projects budgets for effectiveness and efficiency, as well as their alignment to the district's goals. She will evaluate the current budget development process, as well as how the district is meeting its goals and community expectations.

Listening and learning from internal and external stakeholders will allow Dr. Prince to identify strengths and areas for growth as she begins planning for the future of Central Kitsap Schools.