Superintendent’s Entry Plan
Together, Striving Towards the Next Chapter of Excellence

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LISTENING, LEARNING, and UNDERSTANDING to successfully LEAD NHPS Towards the Next Chapter of Excellence; by affording our talented students access to equitable opportunities in preparing them for college, career, and life.

Purpose:

• Listen and learn about the current state of the district – strengths, challenges, and opportunities.

• Build trust and collaborative working relationships across the district and the entire community.
Goal 1: Highly Effective District Governance Team

Establish and promote a highly effective district governance team by building a trusting, productive, transparent, and collaborative relationship with the Board of Education.

- Engage in one-one meetings with the Board President and individual Board members to discuss individual perspectives of district culture and to enhance relationship building.

- Co-create communication protocols and expectations.

- Co-develop structures and expectations for responding to constituent concerns.

- Work with the Board President to establish a protocol for the development of the board meeting agenda and review the process with each board member for feedback.

- Identify Board/Superintendent goals and professional learning needs.

- Engage in my first retreat with the Board.
Goal 2: Trusting, Productive, and Collaborative Working Relationships

Build trusting, productive, and collaborative working relationships with internal and external stakeholders, including students, parents/caregivers, teachers, support staff, building and central office administrators, union leadership, business and community leaders, elected officials, religious groups, higher education institutions, and social service organizations.

- Visit the 41 schools and programs throughout the district to engage in discussion with principals, leaders, teachers, support staff, and students to understand the unique context of their schools and begin to establish positive working relationships.

- Meet with central office administrators to understand the context of the school system and identify opportunities for continuous improvement.

- Meet with union leadership to establish positive relationships and broaden perspectives.
Goal 2: Trusting, Productive, and Collaborative Working Relationships

• Meet with business and community leaders, elected officials, and religious groups to build alliances for working together on behalf of our students.

• Host roundtable conversations with parents/caregivers to learn about their hopes and dreams for their students and the district.

• Hold “Community Coffees” at each school for staff and parents.

• Meet with higher education institutions and social service organizations to develop/expand strong partnerships.
Goal 3: Teaching and Learning Approach

Gain an understanding of the current strategies, strengths, and areas of opportunity in the district’s approach to teaching and learning.

- Review and analyze student performance and achievement data.
- Review and analyze administrator, teacher, and staff performance data.
- Review and analyze culture and climate data.
- Meet with members of the Office of Academics to discuss curriculum, instruction, assessments and focus areas.
- Meet with district and building level instructional leaders to discuss achievement data, instructional programming, pedagogy, professional learning, and interventions.
- Meet with the Director of Multilingual Learners Services and Executive Director of Student Services to discuss and assess current programming.
Goal 3: Teaching and Learning Approach

• Visit schools and support programs to observe and assess the quality of teaching and learning.

• Assess the level of instructional technology integration.

• Assess the current professional development program, current staff capacity, priorities, and training needs.

• Assess the district’s continuous improvement process.
Goal 4: Operational Effectiveness

Establish operational effectiveness.

- Establish a cadence of district meetings with a clarity of purpose for each meeting.

- Review central office organizational structure, resumes, and job descriptions to evaluate district talent.

- Request summary reports and overviews of areas of responsibilities and the major initiatives in each area to determine the alignment of positions.

- Review financial reports, budgets, audits, and grants to assess how the budget is aligned to support district priorities.

- Review ESSER funds to assess the amount spent to date and allocation priorities for remaining funds.

- Review essential documents such as:
  - collective bargaining agreements.
Goal 4: Operational Effectiveness

- board policies and administrative regulations.
- district’s safety, emergency/crisis, technology, capital improvement, and communication plans to determine alignment with district priorities.
- Review recruitment, hiring, retention data, and vacancy status reports.
- Meet with cabinet members, department directors/coordinators to assess district and departmental capacity for effectiveness, efficiency, and streamlining of services.
- Review each department’s goals, priorities, and proposed action plan.
- Establish an Opening of School cross-functional team that will meet regularly to monitor district readiness for the first day of school.
- Establish regular internal and external communication from the Superintendent’s Office.
Next Steps:

• Collect and analyze data from Entry Plan

• Synthesize findings from data analysis

• Use entry plan data analysis to co-develop the 2024-2027 Strategic Operating Plan ensuring access to equitable opportunities and successful outcomes for all students.

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