

ENTRY PLAN

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American Community School, Amman, Jordan

2009-2010

Goal: Ensure a smooth and orderly transition of leadership

Objectives to meeting this goal:

1. Provide a structure to gather information, to listen broadly and learn comprehensively about ACS-Amman. Ensure multiple perspectives and voices are heard. Communication with all constituency groups is the cornerstone of a successful Entry Plan.
2. Establish a clear and positive management structure and working relationship with the School Board.
3. Purposely and carefully structure the transition to best support and create instructional improvement and continue to increase student achievement.
4. Review organizational structure, climate, budget, and key work processes to ensure alignment of resources, efficiency and effectiveness in meeting the educational needs of all students.
5. Create the underpinnings for a vision of the future in support of the strategic plan.

The expected results of executing the Entry Plan shall include:

- A summary report of observations, findings, and recommendations for a focus and "next steps" planning. This will occur at key stages of 3 months, 6 months and 9 months. This type of reporting will be done in the first year only.
- Development of a 3 year Superintendents Performance Plan that will allow us to avoid fragmentation and promote the integration of our

school wide programs. This Performance Plan will be reviewed regularly and, as needed, adjustments will be made.

- In collaboration with the School Board, to review and outline the strategic plan framework and development of a 3 year focus.

Core Components of the Entry Plan

I will engage in a purposeful effort to listen to the community, learn, discern and begin to develop action plans for the future. The following activities will be core components of the entry plan:

- Cultivate a working relationship with the School Board and each Board Committee
- Meetings, interviews, community forums and presentations
- Data analysis and document review
- Utilization of non-educational assistance and expertise

A. School Board and Board Committees

The School Board and I share a profound commitment to providing a high quality education to the children in our care. During this period of entry, the School Board and I will work together to examine, discuss, clarify expectations and reach consensus on the philosophy and mechanics of our working relationship. Through a series of discussions, and at least one Board Advance, we will work to bring clarity to the following issues:

1. Norms of behavior and interactions
2. Shared vision, mission and values
3. Lines of communication
4. Appropriate roles and responsibilities
5. Mutual expectations
6. Performance evaluation criteria

7. Agenda setting

In addition, we will begin exploring concepts and values which will form the basis of a common vision that supports the school mission and will drive our strategic planning. Finally, over the course of the first semester, items that arise from the community will be included in the Superintendents Performance Plan. This will be a collaborative effort and will result in a sense of teamwork, trust and mutual respect.

B. Communication: Meetings, Interviews, Forums and Presentations

I will conduct a series of meetings and key informational interviews to hear from critical members of the community and begin to establish relationships with community members and external organizations that support the school. Meetings will include, but are not limited to the following:

- School Board
- Board Committees
- Business manager
- Parents and leadership of the Parent Organization
- Teachers
- Principals
- Curriculum Coordinator
- Students
- Community members
- Outside organizations that provide support to the school (security/safety/food services, transportation)

I will organize and facilitate at least two community forums during the first semester. The purpose of the forums will be to provide an opportunity for parents, students, staff, and other interested parties who have not been part of other interviews to provide input, ideas and their perspective on the

school. I will inform the Board of the results of these meetings and my observations.

As part of my efforts to establish myself as an educational leader I, along with other ACS educators, will present to interested parents on the topics of:

- Brain research
- Working with Third Culture Kids
- A Parent Survival Guide to the MS years
- Literacy
- Transitions (to a new school, from G5-G6, G8-G9, away from home)

This will allow the community an opportunity to better understand some of the schools educational values and beliefs.

C. Data Analysis and Document Review

Working with the Administration team, I will conduct an analysis of performance indicators and examine a wide variety of data sources, particularly student achievement data, to identify trends, patterns, areas of accomplishment and opportunities for improvement. Student outcomes on standardized tests, current assessment practices and curriculum development models, 6+1 Writing Traits assessment, staff and student attendance rates, Advanced Placement (AP) course enrollment and passing rates, ACT scores, college-going rates and other relevant indicators will be reviewed and studied. Additionally, we will begin a process of tracking our graduates to determine their preparation for life after high school and identify any areas in which we could have provided better support. The driving question will be; is our Mission achieving its purpose?

Additionally, operating and capital improvement budgets will be closely assessed from the lens of effectiveness and efficiency, along with their alignment to the educational goals of the school and the needs of the children we serve. The current budget development process will be reviewed for understanding and efficiency. We will continue to review feedback and

recommendations from the outside organizations that provide feedback and recommendations on the financial aspects of the school.

I have read through the documents listed below, which have provided me with insight into the culture of ACS.

Document:

- School Mission
- Strategic Plan
- ACS Policy Manual
- Accreditation Report
- Report from the H2L2 Architects
- Faculty/Student/Parent Handbooks
- Budget/Auditor reports
- Survey Results

I will study the following documents looking for relevancy and applicability in our work together as a Board:

1. Principles of Good Practice: National Association of Independent Schools
2. Putting Good Principles into Practice: NESA

D. Utilization of non-educational assistance and expertise

A school is never an entity unto its own. Its support, success, and often times its safety, is dependent on outside organizations or institutions. I will spend time fostering relationships with the range of non-educational staff that are vital to the operation and safety of our school. This will include (but not limited to)

- ACS Guards
- American Embassy support organizations
- Janitorial staff

- ACS lawyer
- Architects associated with the school
- Bus drivers/transportation suppliers
- Local security organizations-police, fire
- Bank manager/bank staff
- Landlords for ACS sponsored housing
- Contractors/Outsourced suppliers
- Mental Health professionals
- Medical facilities
- Directors of other schools in Amman
- Heads of credible and respected NGO's

Conclusion

This Entry Plan will allow me the opportunity to listen, observe, and learn from a variety of community members, while gaining a better understanding of the culture of the school. The Entry Plan will serve to help me begin to formulate ideas and frame strategies to "preserve the best and address the rest".

I will keep the Board and community apprised of progress on the Entry Plan at key stages (30 days, 60 days, 90 days, 6 months, 9 months). The Superintendents Performance Plan that I will submit to you in January/February will be a reflection of the interactions I have had with the community, feedback from the administrative team, and my own observations. The Performance Plan will also include key areas on which we will focus our financial and human resources over the next three years