

**The First 90 Days Strategy Plan:
Plan for Dr. Janet M. Stutz**

7-1-2016

Objective: To assess and orient current practices and procedures of Grinnell-Newburg's overall operations, governance, student achievement, curriculum instructional practices for all students, technology integration, facilities, communication and community outreach.

In the first 90-days, this Superintendent Strategy Plan will involve listening and learning activities with multiple internal and external participants in order for Dr. Janet M. Stutz to quickly assess and gain a thorough understanding of the overall operations of the District. The findings of this strategy plan will assist the Board of Education and the Superintendent to develop goals and action plans in collaboration with the administrative team. Activities may be individual review of documents, listening tours, admin retreats, and board workshops.

The first learning activity and listening plan will include an Administrators retreat and a Board of Education Workshop in July or August. A date will be determined this summer.

Respectfully submitted by Dr. Janet M. Stutz
Superintendent of Schools
July 1, 2016
Grinnell-Newburg Community School District

Strategy Plan: Governance

Dr. Janet Stutz will assess the governance of the Grinnell-Newburg School District: In order to assess this area, I will participate in the following activities that are intended to establish effective working relationships with the Board of Education:

1. Participate in a Board workshop to collectively discuss vision, mission and values. Belief statements will be written collaboratively. I would also like the administrative team to participate in part of this exercise. The following will be highlighted during the Board workshop:
 - a. Relationship with the Superintendent and her staff (teachers, support staff, administration etc..)
 - b. Committee roles, function and purpose
 - c. Organizational structure
 - d. Governance
 - e. Superintendent evaluation process
 - f. Identifying priorities for the district
 - g. Superintendent/Board communication
3. Schedule follow-up Board Workshop in October to review findings from the 90 day plan.
4. Schedule regular meetings with the Board President and or Vice President for the purpose of agenda planning.
5. Schedule board member school site visits with the Superintendent.
6. Continue to communicate through updates and prepare board meeting agendas.
7. Review Board policies and preliminary compliance audit.
8. Review the financial state of the District.
9. Assist the Board with reviewing and developing Board Goals.
10. Orient relationships with community organizations and inter-governmental agreements.

Strategy Plan: Organizational Structure

Dr. Janet Stutz will assess the overall organizational structure of the District. The following activities will assist in identifying the organizational capacity and alignment while identifying needs:

1. District administrative team strategic planning and orientation: two-day workshop and retreat
2. Review of Mission/Vision and Belief Statements
3. Initiate facility, safety and technology audit
4. Initiate preparations for first day of school
5. Plan opening day
6. July 1: District Office Staff welcome and orientation
7. Review "Go to list"
8. Schedule Admin, District Office, and Principal walkthroughs once school begins
9. Assess District Office strategic needs

10. Conduct an organization review to assess functionality, efficiency, and efficacy of current organizational structure
11. Establish *Leadership Core Values* documents
12. Identify Professional development needs for administrative team

Strategy Plan: Academic Achievement Curriculum, and Technology Integration
(all students and programs)

Dr. Janet Stutz will review and orient herself with current school improvement plans, curriculum, instruction, assessments and technology integration. It is important to note that under the area of curriculum and instruction, Special Education, English Language Learners, and general education programming are reviewed through the lens of student learning. Technology instruction should be viewed as a tool that will support instruction for all students. The following activities are to understand current practice in order to identify areas of strength and areas that will be targeted to establish SMART goals:

1. Meet with the district administrative team to review mission, vision, and belief statements and prepare common core values as a team. (Retreat in July)
2. Review with administration team curriculum, assessment, achievement data, data monitoring systems, improvement plans, and curriculum as aligned to the Common Core Standards. (Planning meeting in August)
3. Review previous targeted goals for the improvement of student achievement.
4. Initialize a Curriculum Audit Plan.
5. Assess professional development plans for all staff.
6. Review instructional practices with leadership team and staff through site visits.
7. Determine technology needs related to twenty-first century skills.
8. Determine the scope of Iowa core curriculum implementation and establish priorities.
9. Orient self with grants, state reports, and various documents related to Instruction.

Strategy Plan: Operations

The following activities are intended to understand the current areas of strength and opportunities for improvement of district operations and finances:

1. Review all employee contracts, evaluations/supporting documents and timelines.
2. Review key financial reports, documents and financial projections.
3. Assess financial operations and how it directly supports instructional practices to enhance student achievement.
4. Review the District's negotiation process and plan.
5. Develop relationship with the current law firm to review expectations and practices.
6. Meet with Union Leadership team.
7. Review crisis response plan and meet with the Safe Schools Committee.
8. Review the district's transportation and nutritional services.
9. Review the current communication and website structure.

10. Review district class sizes, staffing plans, litigation documentation and any pending staff-related concerns.
11. Review of Teacher/Principal evaluation plans as per guidelines. Complete evaluation module: Iowa State requirement in order for me to evaluate.
12. Meet with Architects.

Strategy Plan for Communications and Community Outreach (Public Relations)

This strategy objective is for Dr. Janet Stutz to become familiar and engage with the Grinnell-Newburg Community in order to create a strong presence in the community and build relationships with key communicators. Dr. Stutz will be residing within school district's boundaries. The following identified groups will assist in building relationships with key communicators in the district and providing positive relationships with various community organizations and groups:

Targeted Stakeholders to meet, greet and build positive relationships:

- School Board
- Union leadership
- Teachers/support staff at each school (Attend school events and host round table event for discussion after school at each location)
- Visibility at local Grinnell events
- Parent organization groups and PTO
- Parent Advisory Committee and/or other standing committees.
- Union Leadership
- Student representatives
- Business community representatives, Chamber
- Elected Officials; Local, State and Federal
- Area superintendent groups
- Police Department
- Fire District
- Community faiths organizations
- Grinnell College President and/or representatives
- Iowa Valley Community College Representative
- Band parents / Music Parents Association
- Presence during first week of school before and after school
- Ride the school bus on the first day of school
- Media/News papers
- Others local organizations

Communication and Engagement Opportunities:

- Leadership Retreats
- District Office Orientation on Superintendent's first day
- New Teacher Orientation
- Opening Day
- Join service Organizations
- Schedule meet and greets/after-school discussions with staff at each school
- Attend summer activities (I would like a list of summer events)
- Listening round table event in September
- Celebrate the first 100 days of School activity

This Strategy Plan encompasses activities that will assist me in assessing the operations of the district. Please note that many of these activities will be completed through conversations, walkthroughs, and the leadership team's assistance. Once the review process has been completed, I will prepare an overview for the Board of Education that will include goals for the district tied to action plans that will include a timeline.

This plan will also assist me to become familiar with the current conditions, programs, and needs of the district and will for the purpose of my evaluation, district goals, and school improvement initiatives.

The Board of Education has provided excellent feedback regarding this plan. It is a working document for informational purposes only and items may be added or changed as needed. I put this together to help the Board, staff and community to understand how I am assessing the district in order to identify target goals in the best interest of our students.

Please feel free to contact me if you have any questions or concerns.