

**Superintendent Entry Plan**  
**Maria L. Goodloe Johnson, Ph.D.**  
**Orientation Activities: July 2007-January 2008**



<b>Theme: “Listening and Learning to Improve Academic Success”</b>		
<ul style="list-style-type: none"> <li>• <b>Improved Academic Achievement</b></li> <li>• <b>Improved Fiscal Accountability</b></li> <li>• <b>Improved Systemic Accountability</b></li> <li>• <b>Improved Strategic Communications</b></li> </ul>		
<b>Action</b>	<b>Status</b>	<b>Remarks</b>
<b>Increase Public Confidence in Seattle Public Schools</b>		
➤ Introduction to the staff and Seattle community through opportunities to listen and learn.	Initiated/ in progress	Sr Leadership Mtgs / L&T Mgrs Retreat / Principal Mtgs / Local business meet & greet/community receptions
➤ Analyze data from the entry plan; share outcomes and plans for improvement.	Initiated/in progress	Peer reviews are in progress
➤ Clarify and widely communicate expectations for accountability and improvement.	Initiated/in progress	School Leaders Meetings & Retreats/Dept Briefings/speaking engagements
<b>Board/Superintendent</b>		
<b>Purpose:</b> Establish working relationships with individual board members and the board as a whole to support the work of Seattle Public Schools.	Initiated/in progress	
➤ Invite each board member to participate in initial 1:1 meetings with the superintendent	Completed	Met 1-1 with Board members soon after arrival (July 2007), met 1-1 with new Board members (Dec 2007), meet regularly with Board President and Vice President
➤ Work with the Board to determine how we will work together (internal communication, public engagement, board agendas).	Initiated/in progress	Board agendas with Senior Leaders + Joan Dingfield/Bus tours with Board reps/1-1 mtgs/Board committee mtgs/regular meetings with Board President and Vice President
➤ Determine a schedule for regular planning sessions with the board (at least three in first year).	Initiated/in progress	7/12/07, 12/14/07, 3/7/08 regular worksessions have been scheduled.
➤ Hold a board retreat within the first week to discuss communication processes and operating norms.	Completed	July 12, 2007 and Dec 14, 2007
➤ Determine needs and strengths of the Board.	Initiated/in progress	1-1 mtgs/School Board mtgs/Board retreats

**Superintendent Entry Plan**  
**Maria L. Goodloe Johnson, Ph.D.**  
**Orientation Activities: July 2007-January 2008**



➤ Be a good listener.	Initiated/in progress	1-1 mtgs/School Board mtgs/Board retreats
<b>District Senior Staff</b>		
<b>Purpose:</b> Establish strong professional relationships with key personnel inside the District, celebrate accomplishments, and identify challenges.	Initiated/in progress	
➤ Review superintendent work plan and 5 year plan.	Completed	SLT 8/27/07, 1/7/08, EMT 1/7/08
➤ Present my vision and expectations at the August Administrators' Meeting.	Completed	8/6/07
➤ Share my leadership story.	Completed	Aug 2007 Administrators Mtg/Dept Briefings/Public speaking engagements
➤ Share "Good to Great" philosophy.	Completed	Summer Leadership Retreat 8/14/07
➤ Establish a professional book study to guide our work.	Completed	Summer Leadership Retreat 8/14/07 Sustainable Leadership, My Iceberg is melting.
➤ Establish a transition plan with outgoing superintendent Raj Manhas.	Completed	7/3/07, 9/14/07, 9/28/07
➤ Request resumes from the Personnel Office for the top 25+ district staff positions (completed).	Completed	completed 5/11/07
➤ Request briefing papers from the staff on critical issue areas.	Completed	completed 5/11/07
➤ Hold departmental briefings with each department in the District.	Initiated/in progress	numerous 10/12/07/11/13/07, 1/15/08 & continuing
➤ Establish a leadership team to include principals.	Completed	Senior Leadership Team/Expanded Leadership Team
➤ Hold a leadership retreat with key staff .	Completed	5 retreats to date w/teams
➤ Attend instructional level principal meetings.	Initiated/in progress	School Leaders Mtgs/Cluster Mtgs
➤ Establish several benchmarks during the year to analyze progress and make any appropriate adjustments.	Initiated/in progress	Entry Plan/Dept Reviews/Assignment Plan Steering Cmte, quarterly retreats, updates
<b>Students and Schools</b>		
<b>Purpose:</b> Know the schools and staff. Understand the teaching and learning components within each building. Identify successes and areas of focus.	Initiated/in progress	
➤ School visits: Visit every school in the district within the first year (begun at a rate of three per week).	Initiated/in progress	27 official school visits /20 other visits - assemblies, ptsa, etc
➤ Hold student conversations at all of the high schools to understand the student view of their educational experience.	Initiated/in progress	School Visits / Interdistrict high school council

**Superintendent Entry Plan**  
**Maria L. Goodloe Johnson, Ph.D.**  
**Orientation Activities: July 2007-January 2008**



<b><u>Political Leadership</u></b>		
<b>Purpose:</b> Meet local and state political leaders and establish means for consistent communication.	Initiated/in progress	
➤ Meet with the Mayor.	Completed	7/20/07; 9/18/07; continuing
➤ Meet with Union Representatives begin to understand structure, work, concerns and current agreements.	Completed	PASS / SEA / SAEOP/609 monthly meetings; 8/24/07 -building trades
➤ Meet City Council Members.	Completed	Joint-City School Mtg
➤ Meet the local “legislative delegation” of Seattle.	Completed	1-1 Mtgs / Legislative Mtgs
➤ Meet with the Governor.	Completed	9/1/07
➤ Meet with the State Superintendent of Public Instruction.	Completed	2 mtgs (July & Sept)
➤ Gain an understanding of state issues and potential impact for the current school year.	Completed	Mtgs w/Governor, State Reps
➤ Meet with college presidents to discuss teacher recruitment, retention and potential partnership.	Initiated/in progress	UW Pres Emmer 8/10/07; Chancellor Mitchell 9/19/07, 12/06/07, 12/12/07, Community College Presidents 9/19/07; Dean Pat Wasley 10/22/07, 12/19/07, regular meetings
➤ Meet with contract lobbyist and new superintendent in Spokane.	Completed	
➤ Meet with County Executive and four King County Councilmembers (Gossett, Constantine, Ferguson, Phillips).	Initiated/in progress	Met w/Exec Sims, Dep Exec Whitney & several KC Dept Dir
<b><u>Community Leadership</u></b>		
<b>Purpose:</b> Meet leaders of community and parent organizations, generate good will, build support and establish communication channels that collaboratively support the efforts of the district.	Completed	
Establish relationships with:		
➤ Operating Engineers Local 609	Completed	monthly Mtgs w/Dave Westberg
➤ Seattle Education Association	Completed	monthly & more Mtgs w/ SEA leadership
➤ Principals Association of Seattle Schools	Completed	monthly Mtgs w/BiHoa Caldwell & PASS Components
➤ Cultural, Ethnic and National origin interest groups	Completed	Attend multi cultural community events
➤ Seattle Council of PTSA	Completed	Attend school PTSA mtgs

**Superintendent Entry Plan**  
**Maria L. Goodloe Johnson, Ph.D.**  
**Orientation Activities: July 2007-January 2008**



➤ Alliance for Education	Completed	Regular Mtgs w/Patrick D'Amelio
➤ Philanthropic Community	Completed	Seattle Foundation / Gates Fdtn / WA Womens Fdtn
➤ Business Community	Completed	Rotary / Microsoft / local SODO/ Zoo
➤ Faith-based Community	Completed	FAME / Sisterhood 2007
➤ Non-profit Community	Completed	Lights on Afterschool / Urban League / League of Ed/ United Way
➤ Building and Trades Council	Completed	8/24/2007
➤ Seattle Young Peoples Project		
<b><u>Media</u></b>		
<b>Purpose:</b> To clearly articulate my vision early so that public, press and the education community knows what to expect. Generate publicity for early “listening and learning” efforts.	Completed	
➤ Meet with local newspaper editorial boards, and TV, radio, and community newspaper reporters. Target trade press (i.e. <u>Education Week</u> ) for early Interviews (begun).	Completed	KING, KOMO, KIRO tv/ KUOW, KUBE, KRIZ radio/ Seattle Times & PI newspapers, continuing
➤ Meet with general managers of local television stations.	Completed	hosted at KING TV
➤ To demonstrate seriousness of purpose to transform the District into a world-class education enterprise.	Completed	Interviews
➤ Be accessible. Be a good listener. Build relationships of trust.	Completed	Interviews
<b><u>National Leadership</u></b>		
<b>Purpose:</b> Share the story of Seattle’s new leadership with key political, foundation and education leaders in the city, the state and across the country.	Completed	
➤ “Strategic Support Teams” (spend a closed-door, working weekend with highly regarded urban superintendents from across the country).	Completed	Oct 5-7, 2007 Tom Payzant, Ray Cortines, Arlene Ackerman; Broad Retreat Oct 30-31; continuing
➤ Team: Arlene Ackerman, Ray Cortinez, and Tom Payzant.	Completed	Oct 5-7 2007 Tom Payzant, Ray Cortines, Arlene Ackerman
➤ “Finance Strategic Support Team” spend 2 to 3 days with professionals to analyze the current financial status and understand any potential concerns	Completed	Jan 29 - Feb 1, 2008
➤ Communications Audit to analyze the current capacity and needs of the district.	Completed	Aug 7-9, 2007

**Superintendent Entry Plan**  
**Maria L. Goodloe Johnson, Ph.D.**  
**Orientation Activities: July 2007-January 2008**



➤ Seek assistance to support the implementation of an Operational Systems Audit.	in progress	Broad funded CGCS audit of HR, Bilingual, DoTs, Finance, McKinsey funded through the foundation
➤ Make connections with national foundations that support urban education and reform.	In Pro Completed	BROAD / NSDC/ GATES
➤ Evaluate current grant opportunities to bridge the financial gap and execute new strategies for success.	in progress	
➤ Audit current research strategies that support closing the gap.	in progress	
➤ Check membership and involvement with the following national associations:		
- AASA		joined
- Council of Great City Schools		joined
- CUBE		joined
- NSBA		joined
- NASSP		
- NAESP		
- NAMSP		
- ASCD		
<b><u>District and City Tour</u></b>		
<b>Purpose:</b> to become informed of community issues, understand the district's geographic size, and get acquainted with the richness of the neighborhoods that serve our students.	Initiated/in progress	
➤ Arrange a driving tour of the District's boundaries.	Scheduled	1/23/2008
➤ Visit various regions with the individual school board member who represents that particular area of the district.	Completed	Bus Tours / Final tour scheduled for 1/15/08
➤ Arrange community opportunities for introduction to meet the broader Seattle community.	on going Completed	numerous Public speaking engagements / attend community events
➤ Ride a school bus route. Do a ride along with Seattle Police Chief, SPS Safety and Security Specialist and City of Seattle Office of Emergency Management..	scheduled	1/23/2008
➤ Attend district and community receptions, opportunities to meet and greet.	Completed	numerous community events & speaking engagements

**Superintendent Entry Plan**  
**Maria L. Goodloe Johnson, Ph.D.**  
**Orientation Activities: July 2007-January 2008**



<b><u>Summary</u></b>		
➤ Share strategic areas of focus for the district.	on going	continuing - at speaking engagements
➤ Share the strategic vision	on going	continuing - at speaking engagements
➤ Revise, adjust 5-year strategic plan as needed.	on going	5 strategic focus areas established for 07-08
➤ Develop a business plan to support the strategic vision and address any deficits identified from operational audits.	in progress	Budget Redesign Team has been created to address the business plan. Strategic plan targeted for completion in early Spring
<b><u>Reflection</u></b>		
➤ “In a culture of discipline, people do not have jobs, they have responsibilities.”		
➤ “Great organizations keep clear the difference between their core values (which never change) and operating strategies and cultural practices (which endlessly adapt to changing world).”		
(Good to Great and the Social Sectors, Collins, 2005)		
<b>The Entry Plan has been a great guide to my work the first six months and will be complete by the end of the year.</b>		