



## Carlisle Area School District

### Colleen M. Friend, Ed.D. – Superintendent’s Entry Plan

#### Purpose

The purpose of this entry plan is to provide the Carlisle Area School District (CASD) with a clear plan of action for the first **year** as Dr. Friend transitions into the role of Superintendent. Although she enters into this position from the perspective of CASD student, parent, community member, and school district administrator, the role of Superintendent brings a new opportunity for decision making that will serve to “empower every learner.” Throughout the 2022-2023 school year, Dr. Friend will be emphasizing engagement, visibility, and communications as priorities for District Administration.

#### Goals

- To meet with students, staff, faculty, administrators, and community members to build and further enhance relationships with stakeholders in CASD.
- To establish a strong working relationship with each individual member of the Board of Directors and build a cohesive governance team with a common, united purpose.
- To share my philosophy, beliefs, and core values for educating students while endorsing the district vision of “empowering every learner.”
- To increase student achievement for all students while also preparing students to be college/work ready.
- To increase organizational effectiveness, efficiency, and accountability.
- To promote CASD publicly and with media outlets to highlight the successes of the students, faculty, administration, and Board of Directors.

#### June – September

- To meet with students, staff, faculty, administrators, and community members to build and further enhance relationships with stakeholders in CASD.
  - a. Meet individually with leaders of the District, including but not limited to, leadership cabinet, Board Members, administrators, maintenance employees, CAEA leadership, business leaders, non-profit agencies, elected officials, leaders in the faith community, and leaders of service (police, fire, EMT).
  - b. Schedule focus group meetings with families to introduce myself and listen to their perceptions of district strengths and areas for growth.
  - c. Continue to serve on community boards. Evaluate boards in which CASD is not represented and advocate for key leaders to serve.
- To establish a strong working relationship with each individual member of the Board of Directors and build a cohesive governance team with a common, united purpose.
  - a. Seek to understand expectations of Board Leadership and each Committee Chair.
- To share my philosophy, beliefs, and core values for educating students while endorsing the district vision of “empowering every learner.”
  - a. Outline the goals of my entry plan and post on website.
  - b. Continue to communicate philosophy, beliefs, and core values to potential administration and faculty candidates during the second interview, prior to recommending their approval to the Board of Directors.
- To increase student achievement for all students while also preparing students to be college/work ready.
  - a. Meet with Assistant Superintendent to review the instructional programs that are being used, initiatives, practices, curriculum and support materials.

- b. Meet with principals to discuss the academic performance of their school and their chief challenges.
  - c. Review the Continuous Improvement Plans for each school and planning process for each Continuous Improvement Team.
- To increase organizational effectiveness, efficiency, and accountability.
  - a. Elicit and review data-driven feedback from cabinet and administration team regarding current initiatives and projects.
  - b. Prioritize current initiatives at the elementary level, middle level, high school level, and central office to streamline our efforts, develop a timeline for each project, and bring projects to fruition.
  - c. Identify leader of each initiative and meet regularly on progress.
- To promote CASD publicly and with media outlets to highlight the successes of the students, faculty, administration, and Board of Directors.
  - a. Plan communication timeline for emails, videos, newsletters, social media outlets, and focus groups. Conduct according. Communicate with stakeholders every two weeks (minimum).
  - b. Continue to seek opportunities to meet with local journalists to share highlights of the Carlisle Area School District.

### **Completed**

- Met with Board Members individually to identify key goals and areas for growth.
- Reviewed Organizational Chart. Made changes to increase efficiency and accountability.
- Interviewed and recommended a candidate for the position of Assistant Superintendent.
- Shared my philosophy, beliefs, and core values at the Administration Retreat. Provided time at the retreat for leadership planning at the building/department level.
- Prepared and shared philosophy, beliefs, and core values at Opening Day Assembly for all faculty and staff.
- Updated district website with my welcome video.
- Published video to welcome students and families to Carlisle Area School District.
- Sought opportunities to meet with local journalists to share highlights of the Carlisle Area School District.

### **October – December**

- To meet with students, staff, faculty, administrators, and community members to build and further enhance relationships with stakeholders in CASD.
  - a. Continue meeting individually with leaders of the District, including but not limited to, leadership cabinet, Board Members, administrators, maintenance employees, CAEA leadership, business leaders, non-profit agencies, elected officials, leaders in the faith community, and leaders of service (police, fire, EMT).
  - b. Continue reintroducing myself to students, faculty, staff, and administration. Spend one full day at each school building and meet with a student focus-group during the visit.
  - c. Schedule two-hour building visits bi-monthly and stay accountable to schedule. Ensure to eat lunch at each school building.
  - d. Facilitate focus group meetings with families to introduce myself and listen to their perceptions of district strengths and areas for growth.
  - e. Continue serving on community boards and engage with community organizations that are partners with the District in serving students.
  - f. Continue District's branding and relationship work to advance "Herd Strong."
- To establish a strong working relationship with each individual member of the Board of Directors and build a cohesive governance team with a common, united purpose.
  - a. Plan and conduct a Board Workshop on a mutually identified topic.

- b. Attend Pennsylvania Association of School Business Officials (PASBO) and Pennsylvania School Boards Association (PSBA) workshops/courses to learn more about district budgeting, fiscal responsibility, and financial stewardship.
- To share my philosophy, beliefs, and core values for educating students while endorsing the district vision of “empowering every learner.”
- To increase student achievement for all students while also preparing students to be college/work ready.
  - a. Meet with Director of Careers and Technology to review programming, NOCTI scores, work-based certifications, micro credentials, course offerings, grants, and long-range planning.
  - b. Create opportunities for vertical and horizontal articulation between schools.
  - c. Review current graduation intervention programs used to help keep students on track while decreasing dropout numbers. Determine long-term needs with input from high school.
  - d. Schedule and meet with Mechanicsburg Area School District to learn about a course offered that prepares juniors with basic finance skills, job application completion, résumé building, writing cover letters, and practice interviews. Schedule and meet with Cumberland Valley School District to learn about the work they are doing to define the profile of a graduate for the future.
- To increase organizational effectiveness, efficiency, and accountability.
  - a. Identify leader of each initiative and meet regularly on progress.
  - b. Review all job descriptions with the Assistant Superintendent, Directors of Elementary and Secondary Education, and Business Manager.
- To promote CASD publicly and with media outlets to highlight the successes of the students, faculty, administration, and Board of Directors.
  - a. Create a video promoting a career working in Carlisle Area School District. Send to colleges and recruiting agencies. Post on District website and social media outlets.
  - b. Seek opportunities to meet with local journalists to share highlights of the Carlisle Area School District.
  - c. Continue to work with leadership cabinet and administrators to identify opportunities to share highlights of success with local journalists, posting on District website, and through social media.

### January – March

- To meet with students, staff, faculty, administrators, and community members to build and further enhance relationships with stakeholders in CASD.
  - a. Continue meeting individually with leaders of the District, including but not limited to, leadership cabinet, Board Members, administrators, maintenance employees, CAEA leadership, business leaders, non-profit agencies, elected officials, leaders in the faith community, and leaders of service (police, fire, EMT).
  - b. Spend one full day at each school building and meet with a student focus-group during the visit.
  - c. Schedule two-hour building visits bi-monthly and stay accountable to schedule. Ensure to eat lunch at each school building.
  - d. Facilitate focus group meetings with families to listen to their perceptions of district strengths and areas for growth.
  - e. Continue serving on community boards and encourage administrators to engage with community organizations.
- To establish a strong working relationship with each individual member of the Board of Directors and build a cohesive governance team with a common, united purpose.
  - a. Attend Pennsylvania Association of School Business Officials (PASBO) and Pennsylvania School Boards Association (PSBA) workshops/courses to learn more about district budgeting, fiscal responsibility, and financial stewardship.
- To share my philosophy, beliefs, and core values for educating students while endorsing the district vision of “empowering every learner.”
  - a. Continue leading Vision/Mission/Beliefs Subcommittee and prepare updated version for the Board of Directors.

- To increase student achievement for all students while also preparing students to be college/work ready.
  - a. Meet with principals to discuss the academic performance of their school and their chief challenges.
  - b. Review the Continuous Improvement Plans for each school and planning process for each Continuous Improvement Team.
- To increase organizational effectiveness, efficiency, and accountability.
  - a. Identify leader of each initiative and meet regularly on progress.
  - b. Oversee development of budget that increases organizational effectiveness, efficiency, and accountability.
- To promote CASD publicly and with media outlets to highlight the successes of the students, faculty, administration, and Board of Directors.
  - a. Continue seeking opportunities to meet with local journalists to share highlights of the Carlisle Area School District.
  - b. Lead evaluation of District's communications needs and strategies, including use of social media.

### **March – June**

- To meet with students, staff, faculty, administrators, and community members to build and further enhance relationships with stakeholders in CASD.
  - a. Spend one full day at each school building and meet with a student focus-group during the visit.
  - b. Schedule two-hour building visits bi-monthly and stay accountable to schedule. Ensure to eat lunch at each school building.
  - c. Facilitate focus group meetings with families to listen to their perceptions of district strengths and areas for growth.
  - d. Continue serving on community boards. Assess whether there are gaps in relationships with community organizations and business groups.
- To establish a strong working relationship with each individual member of the Board of Directors and build a cohesive governance team with a common, united purpose.
- To share my philosophy, beliefs, and core values for educating students while endorsing the district vision of “empowering every learner.”
- To increase student achievement for all students while also preparing students to be college/work ready.
  - a. Lead assessment of student mental health needs that may be impacting student growth and achievement and lead plan development to address those needs.
  - b. Finalize development of comprehensive counseling plan to support student achievement and preparation for students to be college and/or workforce ready.
- To increase organizational effectiveness, efficiency, and accountability.
  - a. Identify leader of each initiative and meet regularly on progress.
  - b. Review Organizational Chart. Consider any changes to increase efficiency and accountability.
  - c. Secure passage of the fiscal year 2023-2024 budget.
- To promote CASD publicly and with media outlets to highlight the successes of the students, faculty, administration, and Board of Directors.
  - a. Continue seeking opportunities to meet with local journalists to share highlights of the Carlisle Area School District.
  - b. Lead development of a comprehensive communications plan to ensure engagement, visibility, and communications with students, parents, community organizations and businesses, and the greater Carlisle area community.