

Suffolk Public Schools-Entry Plan

Introduction

The mission of Suffolk Public Schools is to partner with the community to provide an effective educational experience, and to prepare every student to find success in our complex society. The School Board has worked to ensure that Suffolk Public Schools is setting high expectations for students, teachers and staff members. Teachers and staff work to ensure that all students will become lifelong learners equipped with the skills, knowledge and attitudes to succeed as effective citizens in a local, national, and global society. Using our strategic plan of *Building Exceptional Schools (BES)*, we must partner to make sure that we have a solid vision that outlines the importance of ensuring that every student has demonstrated academic growth and acquires skills to become productive citizens, and learns in a supportive, safe, and nurturing learning environment. We will work together to provide all employees with the professional learning opportunities that will help them grow in their fields of expertise and that they feel valued every day of their employment with Suffolk Public Schools.

The five goals of the Suffolk Public Schools strategic plan, *Building Exceptional Schools*, are:

1. Ensure all students demonstrate academic growth and acquire skills to become productive citizens; (***BES Goal 1***)
2. Ensure all students learn in a supportive, safe and nurturing environment; (***BES Goal 2***)
3. Maintain efficient, effective and accountable management of operation and resources; (***BES Goal 3***)
4. Attract, develop and retain high quality and diverse staff; (***BES Goal 4***)
5. Strengthen family engagement and community investment. (***BES Goal 5***)

This entry plan is designed to assist Dr. Gordon as he engages in a thoughtful, proactive, transformational, and strategic transition to successfully leading Suffolk Public Schools. Dr. Gordon believes in asking the right questions, and building positive relationships with ALL stakeholders to obtain both community and staff buy-in. Dr. Gordon wants to further understand the story and the history of Suffolk Public Schools and build on past successes while learning from past mistakes. This entry plan will allow Dr. Gordon to analyze the division's strengths and weaknesses, while reviewing the areas that are showing growth and determining the areas that will need intense support and potential redesign. One of the first goals of Dr. Gordon is to establish a strong network of contacts that can assist our school community to buy into the mission and vision of Suffolk Public Schools.

Goals

This entry plan is designed to address the following goals and as a working document, it will be updated continually. The superintendent will continue to inform the Suffolk School Board and the Suffolk community of activities, the successes of our students, and the excitement that will surround Suffolk Public Schools.

1. To develop a positive, collaborative, and trusting relationship with the Suffolk School Board;
2. To collaborate with instructional leaders who will assist the superintendent in determining the next steps in the formation of a solid superintendent transition plan and next steps for the district;
3. To establish an effective, efficient and transparent transition of leadership with a focus on students, staff, and improving student achievement;
4. To produce a climate and culture of efficiency, transparency, and creativity that will be the foundation for learning and professional learning throughout the district;
5. To create opportunities for two-way communication with stakeholders. This will allow the superintendent to gain a comprehensive view of Suffolk Public Schools and build excitement for the vision, mission, and strategic plan.

Goal 1

To develop a positive, collaborative, and trusting relationship with the Suffolk School Board.

Objectives:

1. Establish the School Board and Superintendent as a cohesive partnership focused on improving the achievement of all students and committed to effective, efficient and transparent organizational operations.
2. Develop and implement appropriate and transparent communication protocols that will further detail the partnership between the Suffolk School Board and the Superintendent.

Goal	Action	Champion	Comments/Results	Status
1.1	Share entry plan with School Board for feedback, guidance, and suggestions.	Dr. Gordon	<ul style="list-style-type: none"> - Dr. Gordon shared entry plan with all board members on August 21, 2019 - During individual meetings with board members, feedback was received and incorporated. - Dr. Gordon will provide an updated version to board members during the week of October 14-18, 2019. 	Complete
1.2	Engage in individual meetings with school board members to strengthen relationships and encourage deeper perspectives and meetings on a regular basis.	Dr. Gordon	<ul style="list-style-type: none"> - Dr. Gordon has communicated with individual board members to foster strong relationships. - Individual meetings have been organized for the months of October and November 2019. 	Complete
1.3	Establish regular meeting times or communication protocol with School Board Chair and Vice-Chair for reviewing and constructing School Board meeting agendas and additional school division matters.	Mrs. Byrum Dr. Brooks-Buck Dr. Gordon	<ul style="list-style-type: none"> - School Board Leadership and the Superintendent establish monthly meetings for the development of board agenda. 	Complete
1.4	Develop a plan of action to review <i>Building Exceptional Schools (BES)</i> while	Mrs. Byrum Dr. Brooks-Buck Dr. Gordon	<ul style="list-style-type: none"> - Introductory discussions will commence in October 2019 with a focus on the synergy between both the entry and strategic plan. 	In Progress

	incorporating Dr. Gordon's entry plan.		<ul style="list-style-type: none"> - Dr. Gordon will advise all staff to involve the board in the budget process and participate in workshops and other professional development. Board members will work in tandem to model collaboration. 	
1.5	Participation in learning walks throughout Suffolk Public Schools with individual board members. Learning walks will focus on plans and strategies for academics, student success. <i>(BES Goals 1, 2)</i>	Dr. Gordon School Board Members	<ul style="list-style-type: none"> - School Board Members will be invited to tour schools with the Superintendent. - First Day visits and visits throughout the year will consist of School Board Members, Community Members, and Staff. 	Goal Will Not Be Met
1.6	Collaboration on a performance evaluation format with objectives and indicators of success that can be used to evaluate the Superintendent in Year One.	Board Members Dr. Gordon	<ul style="list-style-type: none"> - The Superintendent has crafted five areas of emphasis for the school year: - Implementation of <i>Building Exceptional Schools</i> and Governance of Suffolk Public Schools. - Review of Curriculum Alignment, Pacing Guides, and Enrichment/Remediation Programs to improve academics and student success. - Review of hiring practices, retention of employees, and overall Human Resources Leadership. - Enhanced communication with internal and external communities. 	Complete

Goal 2

To select a team of experienced instructional leaders to assist the superintendent in determining the next steps in the formation of a solid superintendent transition plan and next steps for the district.

Objective:

1. Develop a comprehensive transition report that will assist the Superintendent and staff to determine the process necessary for efficient district and operational support.

Goal	Action	Champion	Comments/Results	Status
2.1	Select a team of instructional leaders to assist in a comprehensive review of SPS.	Dr. Gordon	<ul style="list-style-type: none"> - Dr. Gordon will assemble cabinet level leaders that share in the vision that all students will become lifelong learners equipped with the skills, knowledge and attitudes to be productive citizens in a local, national and global society. - Initial meeting will be scheduled for October 1, 2019. 	Complete
2.2	Formulate the cabinet lead who will manage the objectives and tasks of the group. <i>(BES Goals 1,3,5)</i>	Dr. Gordon	<ul style="list-style-type: none"> - Three cabinet team leads will establish each of the following three committees: <ul style="list-style-type: none"> o Leadership, Governance, and Management o Academics, Student Success and Instructional Programs o Community Relations and Communications 	Complete
2.3	Establish project scope and timelines with cabinet team leads.	Dr. Gordon	<ul style="list-style-type: none"> - Dr. Gordon will meet with team leads to finalize expectations and intended outcomes. 	Complete
2.4	Provide regular updates to the Suffolk Public School Board and SPS Community outlining the work and progress of the	Transition Team Leads Dr. Gordon	<ul style="list-style-type: none"> - Monthly reports will be presented to the Suffolk School Board and SPS Community. - Transition reports will be available quarterly for one calendar year. Transition 	Complete

	superintendent's transition team. <i>(BES Goal 5)</i>		Leads will present to the Suffolk School Board and Superintendent.	
2.5	Transition report submitted to Suffolk School Board and to the SPS Community <i>(BES Goal 5)</i>	Transition Team Leads Dr. Gordon	- Complete transition report will be available by December 2019.	Complete

Goal 3

To establish an effective, efficient and transparent transition of leadership with a focus on students, staff, and improving student achievement.

Objectives:

1. Inspire and promote increased academic expectations with a focus on advanced assessment scores for administrators, community, parents, staff, and students.
2. Data analysis of student achievement will identify patterns and trends that will help to define cause of achievement gaps between different reporting groups. Analysis will assist in the developed of an accelerated academic improvement plan focused in student engagement and interests.
3. Evaluate both facility and instructional conditions of every school and determine cause and solutions for corrective action.

Goal 1	Action	Champion	Comments/Results	Status
3.1	Prioritize list of Superintendent’s Cabinet to include Assistant Superintendent of Teaching and Learning, Assistant Superintendent of Student Services, Executive Director of Finance, School Board Attorney, Director of Human Resources, and Director of Facilities and Planning to develop strategies for instructional success in our schools, improving community engagement, and to foster the coaching and mentoring of current building level leadership.	Dr. Gordon	– Dr. Gordon will review the current organizational chart in October 2019.	Complete
3.2	Assessment and review of division expectations for the academic achievement of students, the dedication to meeting the needs of all students, and the development of individualized learning plans. The needs of all	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice	– Dr. Gordon will meet with several current members of Suffolk Public Schools to obtain feedback on division climate and expectations. – Dr. Branch will be responsible for	In Progress

	<p>global learners as well as determining instructional strengths and weaknesses, behavioral intervention strategies, and a review of discipline procedures for uniformity throughout the division will also be explored. <i>(BES Goals 1, 2, 4)</i></p>		<p>developing a plan of action for meeting student needs and the development of individualized learning plans for all.</p> <ul style="list-style-type: none"> - Ms. Pam Connor and Dr. Ron Leigh will be responsible for developing leadership plans for every school and school leaders. - Academic Information will be presented to the School Board in December 2019. 	
3.3	<p>Review instructional data to for all student populations with a focus on student growth, enrichment, remediation, and Positive Behavioral Intervention Strategies. Review will also include alternative education, adult education, graduation and drop-out statistics, and status of teaching, processing, and learning throughout the school division. <i>(BES Goals 1, 2)</i></p>	<p>Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice</p>	<ul style="list-style-type: none"> - Dr. Gordon will continuously review district and school specific level data and will determine which departments will be responsible for improvement and innovation. - <i>Building Exceptional Schools</i> will focus on deepening student learning through innovation, collaboration, and the creativity of students. - Dr. Branch and Dr. Rice will be co-responsible for developing a teaching and learning plan that will inspire students to use creativity, technology stimulate connections, and ensure that all instructional initiatives and programs will maximize student performance. 	Complete
3.4	<p>Establish Meetings with Assistant Superintendent of Teaching and Learning and</p>	<p>Dr. Gordon Dr. Okema Branch</p>	<ul style="list-style-type: none"> - Dr. Gordon will direct the transition team to create a tiered system 	Complete

	<p>Assistant Superintendent of Student Services to establish norms, expectations, methods of transparency in re-creating expectations for academic performance, division culture, and school climate. Meetings will also include support plans needed for principal coaching and supervision and strategies for all administrators in their quest for school improvement. <i>(BES Goals 1, 2, 4)</i></p>	<p>Dr. Suzanne Rice</p>	<p>of support for all schools that will focus on equity and school needs. Draft of Tiered Support Plan will be available for Principals in December 2019.</p>	
3.5	<p>Review current programs and supports for school improvement to determine best allocation of resources. Review will also include root cause analysis of current under-performing schools and how student growth is minimal. <i>(BES Goals 3, 4)</i></p>	<p>Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice</p>	<ul style="list-style-type: none"> - Dr. Gordon has tasked Dr. Branch and Dr. Rice, to create a Tiered Support Plan for all schools to allow an efficient flow of resources to schools in need and to personalize supports. A draft of Tiered Support Plans will be available for Principals in December 2019. 	<p>In Progress</p>
3.6	<p>Facilitate meetings with building level leaders and teachers to discuss aspects of the Suffolk Public Schools Superintendent Survey. Meetings will also discuss student achievement data and central office support for school improvement. <i>(BES Goals 4, 5)</i></p>	<p>Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Dr. Rodney Brown Ms. Anthonette Ward</p>	<ul style="list-style-type: none"> - Dr. Gordon will meet with several building level leaders for introductory discussions. - Dr. Gordon will meet with several teachers for introductory discussions. - Dr. Gordon will provide the foundation of central office leadership in the service model to all schools. - Dr. Gordon will meet with leaders within the Human Resources Department to discuss recruiting and hiring 	<p>Complete</p>

			<p>practices as well as strategies to retain highly effective staff.</p> <ul style="list-style-type: none"> - Dr. Gordon will establish the Superintendent’s Roundtable to discuss school climate, community culture, and overall feedback from stakeholders. (Goal 5) 	
3.7	<p>Meet with Department of Teaching and Learning, Department of Research, Testing, Departments of Elementary and Secondary Leadership to determine the process of a revised instructional curriculum centered on student inquiry, 21st century technology skills, creativity, and student interests with a focus on student growth and the Virginia Standards of Learning. Meeting will also determine if a revision for curriculum alignment to the division written, taught, and assessed curriculum is needed. <i>(BES Goal 1)</i></p>	<p>Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Mr. Steven Edwards Ms. Pam Connor Dr. Ron Leigh</p>	<ul style="list-style-type: none"> - Dr. Gordon will meet with the Departments of Teaching and Learning, Research and Testing, and Elementary and Secondary Leadership to deliver expectations and suggested areas of revision. - Dr. Branch and Dr. Rice will be co-responsible for the revised curriculum including individual instructional supports for our teachers and students and for developing individualized assessment models. - Dr. Gordon will provide the Suffolk School Board with a monthly update on overall progress of the transition plan. 	Complete
3.8	<p>Establish meetings with the Department of Professional Development to review current professional development plans and desired outcomes for teachers and support staff. Review will include if additional or revised professional development should occur to ensure</p>	<p>Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Dr. Rodney Brown Dr. Chelsea Kulp</p>	<ul style="list-style-type: none"> - Dr. Gordon will meet with the Senior Leadership to discuss successful and non-successful teacher improvement models. - Dr. Gordon will meet with the Director of Human Resources to determine current 	Complete

	instructional growth for all staff. <i>(BES Goal 4)</i>		supports for our workforce. - Dr. Branch and Dr. Rice will work with Dr. Brown and the Department of Human Resources, who will be responsible for the development of a growth and support plan for all employees to include a review of the current evaluation system.	
3.9	Analyze the school division’s current plan for Leadership Development and retaining highly performing staff. <i>(BES Goal 4)</i>	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Dr. Rodney Brown Dr. Chelsea Kulp	- Dr. Branch will be responsible for the development of leadership throughout the school division. - LEAD SPS will be developed to include leadership professional development for all school leaders.	In Progress
3.10	Review divisional literacy initiatives and develop innovative methodologies to determine student reading levels and provide aggressive support and early intervention. <i>(BES Goals 1, 2)</i>	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Dr. Lisa Meyers	- Dr. Gordon will meet with the Departments of Teaching and Learning to review student literacy at all levels. - Dr. Branch and Dr. Rice will work with respective departments and teachers to develop a K-12 literacy plan/framework in collaboration with select teachers.	In Progress
3.11	Review and analyze strategic data monitoring to ensure all students are performing at or above grade level and are receiving necessary supports to academic enrichment, focused remediation, and targeted behavioral strategies. <i>(BES Goals 1, 2)</i>	Dr. Gordon Dr. LaToya Harrison Dr. Suzanne Rice Ms. Pam Connor Dr. Ron Leigh	- Dr. Gordon has instructed Senior Leadership to craft a tiered instructional support plan for schools to allow resources to be used specifically where needed. A draft of this plan will be prepared for building level	In Progress

			leaders in November 2019.	
3.12	Establish meeting schedule with Department of Research and Testing to review the current assessment, monitoring, and evaluation system.	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Mr. Steven Edwards	<ul style="list-style-type: none"> - Dr. Gordon will meet with the leadership in the Department of Research and Testing to review a division-wide monitoring system, programs, and initiatives. - Dr. Branch will be tasked with revised framework for monitoring student data, programs, and initiatives. 	In Progress
3.13	Comprehensive review of division Response to Intervention and Positive Behavior Intervention Strategies to determine impact and desired outcomes on student achievement and behavior. <i>(BES Goal 2)</i>	Dr. Gordon Dr. Suzanne Rice Ms. Pam Connor Dr. Ron Leigh	<ul style="list-style-type: none"> - Dr. Gordon will meet with the Department of Student Services to review social emotional learning, trauma informed care, and the importance of educating the “whole child.” - Dr. Rice and the Ms. Pam Connor and Dr. Leigh will work collaboratively to provide an individualized plan for Principals to best fit the needs of their schools. 	Complete
3.14	Explore the revision of transitional opportunities for transition grades 2 nd to 3 rd , 5 th to 6 th , 8 th to 9 th , and 12 th to Post-Secondary. <i>(BES Goal 2)</i>	Dr. Gordon	<ul style="list-style-type: none"> - Dr. Gordon will continue to meet with Senior Leadership about this topic. - Dr. Gordon has tasked Dr. Branch and Dr. Rice to work with building level leaders to create a division-wide framework for transitional opportunities. All Principals will be tasked with developing an individualized building model. 	In Progress

3.15	Explore the school division's outlook on socio-emotional learning, trauma informed care, student wellness, character development, and service learning. <i>(BES Goal 2)</i>	Dr. Gordon Dr. Rice	- Dr. Gordon will work with the Departments of Health Services and Student Services to ensure necessary resources and supports are available.	In Progress
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Goal 4

To produce a climate and culture of efficiency, transparency, and creativity that will be the foundation for learning and professional development throughout the district.

Objectives:

1. Determine the achievement and performance outputs of the school division and the departments within the organization.
2. Explore the organizational structure to examine whether to streamline functions and/or positions for the goal of excellent customer service and support for schools and the school community.
3. To facilitate transparency in the decision-making process and provide all stakeholders with timely updates for public activities, events, and information related to division achievement and goals.

Goal	Action	Champion	Comments/Results	Status
4.1	Redefine goals of the team to include interdepartmental collaboration and accountability. <i>(BES Goal 3)</i>	Dr. Gordon	<ul style="list-style-type: none"> - Dr. Gordon will meet with all members of Senior Staff. - Review of organizational chart to ensure collaboration and communication across departments. 	Complete
4.2	Examine departmental overviews to include areas of responsibility, major initiatives and programs, projected timelines and outcomes, and historical trends and data. Information will provide insight into division strengths and weaknesses as well as opportunities for growth and issue identifiers.	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Mr. Shawn Dickerson	<ul style="list-style-type: none"> - Dr. Gordon will meet with department leaders to revise curriculum materials, examine school facilities, pupil to teacher ratios, curriculum audits, customer service, and current financial impacts on the school division. - Dr. Gordon will ensure that operations and support services are a focus of detailed supports necessary for student successes. 	Complete
4.3	Examine Central Office Hierarchy and Organizational Chart. Methodology will include a comparison to other divisions of like-size and identification of standards of service to the schools	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Dr. Rodney Brown	<ul style="list-style-type: none"> - Suffolk School Board and Dr. Gordon will receive routine updates related to organizational structure with the goal of maximum efficiency. 	Complete

	and community. Examination will include potential reorganization to allow the division to become more efficient and financially sound. (BES Goal 3)			
4.4	Build relationships through individual interviews with central office staff.	Dr. Gordon Senior Leadership	<ul style="list-style-type: none"> - Dr. Gordon will meet with all senior administrators to understand roles and create the foundation for team building. - In November 2019, Dr. Gordon will provide feedback to all staff to ensure an understanding of individual roles and departmental goals. 	Complete
4.5	Facilitate the Leadership Retreat that focuses on <i>Building Exceptional Schools</i> , a blueprint for ensuring that students demonstrate academic growth and acquire skills to become productive citizens; ensuring all students learn in a supportive, safe and nurturing environment; to maintain efficient, effective and accountable management of operation and resources; to attract develop and retain high quality and diverse staff, and to strengthen family engagement and community investment. Focus of retreat will also include leadership structures, transparent communication plans, and establishing meeting schedules, and plans for continuous improvement.	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Dr. Rodney Brown	<ul style="list-style-type: none"> - Dr. Gordon will provide expectations for the roles of Dr. Branch, Dr. Rice, and Dr. Brown . - Superintendent’s Cabinet will be created to ensure collaboration and communication with all departments and the school community. - Creation of timeline and process for the Superintendent Transition Plan and <i>Building Exceptional Schools</i>. 	In Progress
4.6	Creation of Weekly Leadership Reports that will detail outcomes on	Dr. Gordon Dr. Okema Branch	<ul style="list-style-type: none"> - Weekly Leadership Reports will be submitted to members of the 	Complete

	current week's activities and plans while providing a preview of next week's goals and outcomes. <i>(BES Goal 3)</i>	Dr. Suzanne Rice Ms. Anthonette Ward	Superintendent's Cabinet to be aware of major concerns within the organization and to identify areas of direct support for each department.	
4.7	Review of important divisional documents to include current policies, board meeting minutes, student achievement data, budget processes, legal proceedings, facility reports, and safety and emergency plans.	Dr. Gordon Senior Leadership	<ul style="list-style-type: none"> - Dr. Gordon and Senior Leadership will review documents and make recommendations by December 2019. - Dr. Gordon will review the current Capital Improvement Plan, development of a maintenance plan, construction and renovation plans, and revise timelines for facility improvements. 	Complete
4.8	Examination of facility and school improvement reports from the past three fiscal years. Goal will be to develop short and long-term solutions to facility improvement and providing feedback to individual school communities. <i>(BES Goal 3)</i>	Dr. Gordon Mr. F. Terry Napier	<ul style="list-style-type: none"> - Dr. Gordon will visit all SCPS buildings and programs by the conclusion of October 2019. - Dr. Gordon will establish weekly meetings with Mr. Napier to debrief on findings and observations. - SCPS School Board will be presented with a Facility Study by December 2019. - Financial needs and support will be shared with Suffolk City Council by February 2020. 	Complete
4.9	Explore current Principal and Leadership Meeting structures to guarantee alignment between building improvement plans, school improvement plans, leadership development, and divisional goals.	Dr. Gordon Dr. Branch Dr. Rice Ms. Pam Connor Dr. Ron Leigh	<ul style="list-style-type: none"> - Dr. Gordon will receive feedback from current principals on current principal meeting structure. - Foundational goal of principal meetings will be to provide principal coaching and mentoring, with a focus on building 	Complete

			level developing enrichment and remediation plans. Principal meetings will be established to minimize building level leaders being absent from our schools.	
4.10	Examine current principal autonomy as it relates to building level decisions and divisional impact on decision-making. Examination will also include flexibility for building level needs as noted in individual school improvement plans. <i>(BES Goal 3)</i>	Dr. Gordon Ms. Pam Connor Dr. Ron Leigh Dr. Rodney Brown	<ul style="list-style-type: none"> - Dr. Gordon will discuss with principals building hiring processes, additional staffing, and the importance of family and community engagement. - Dr. Gordon will ensure that building level leaders have a voice at the table for major divisional discussions. 	Complete
4.11	Evaluation of current management system to review efficiency, effectiveness, and transparency across all departments as well as goal review and potential outcomes. <i>(BES Goal 3)</i>	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice	<ul style="list-style-type: none"> - Dr. Gordon will review current management system and the strength of existing metrics - As the strategic plan, <i>Building Exceptional Schools</i> is carried out rubrics will be developed that will define important indicators for the school system that will promote growth, improvement, accountability, and transparency. 	Complete
4.12	Evaluation of current division budget process and format to ensure transparency and alignment to divisional goals and priorities. <i>(BES Goal 3)</i>	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Ms. Wendy Forsman Mr. F. Terry Napier	<ul style="list-style-type: none"> - Dr. Gordon has reviewed the budget process. - Dr. Gordon will direct financial staff to include SPS School Board, SPS Employees, and the school community more in the budget process. 	Complete
4.13	Establish leadership retreats and or meetings to examine procedures for school improvement and departmental collaboration. Meetings will also include	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Ms. Wendy Forsman	<ul style="list-style-type: none"> - Dr. Gordon will meet with Senior Leadership to develop a strong collaborative team. - Dr. Gordon will meet will all direct reports by December 2019 to 	Complete

	reviewing current and future budget restraints and the revised organizational structure.	Mr. F. Terry Napier	establish specific goals and to discuss predicted outcomes.	
4.14	Review and evaluate all processes for the opening and closing of schools and establish protocols for measuring overall effectiveness.	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Mr. F. Terry Napier	<ul style="list-style-type: none"> - Establish monthly reports on school readiness to include maintenance and grounds, transportation, facilities, and school personnel. - Dr. Gordon will direct Dr. Branch, Dr. Rice and Mr. Napier to ensure that schools are closed effectively, summer school sites are prepared, and buildings are cleaned and maintained to have a successful opening of schools. - Dr. Gordon will visit all schools by October 2019, for initial assessment, and then determine summer school sites and summer maintenance requests by March 2020. - Dr. Gordon will visit schools during the last two weeks of October 2019 to determine the effectiveness of school openings and to be provided feedback from school staff and the community. This information will be the key topic of discussion with Senior Leadership in December 2019. 	In Progress
4.15	Analyze the school division's financial projections, resource allocations, and overall budget process to ensure support is being provided to increase student achievement. <i>(BES Goal 3)</i>	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Ms. Wendy Forsman	<ul style="list-style-type: none"> - Dr. Gordon will meet bi-weekly with these members of the Senior Leadership Team to review the Capital Improvement Plan, operating budget, and overall support for schools. 	Complete

4.16	Participate in individual meetings with School Board Attorney to review any legal proceedings or actions against the school division as well as any updates on School Board Policies and the Code of Virginia.	Dr. Gordon Ms. Tarshia Gardner Mr. Wendell Waller	<ul style="list-style-type: none"> - Dr. Gordon will be provided information related to current SPS litigation. - Dr. Gordon will establish weekly meeting schedule with Ms. Gardner and Mr. Waller and include these individuals in Senior Leadership Meetings. 	In Progress
4.17	Evaluate school division crisis and communication plans. <i>(BES Goal 2)</i>	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Ms. Pam Connor Dr. Ron Leigh Ms. Anthonette Ward Mr. F. Terry Napier	<ul style="list-style-type: none"> - Dr. Gordon will review division crisis and communication plans and recommend adjustments if necessary. - Dr. Gordon will meet with the City of Suffolk Police Chief, Fire Chief, and Director of Facilities and Planning to determine if revisions are necessary. 	Complete

Goal 5

To create opportunities for two-way communication with stakeholders. This will allow the superintendent to gain a comprehensive view of Suffolk Public Schools and build excitement for our new vision, mission, and strategic plan.

Objectives:

1. Further delve into my historical knowledge of Suffolk Public Schools, the school community, traditions, and importance of stakeholders.
2. Establish trusting, positive relationships with members of the Suffolk School Board, central office staff, principals, and other leaders to properly evaluate and establish individual and team importance to the success of SPS, and the ability to meet all goals and objectives.
3. Establish trusting, positive relationships with community faith-based organizations, business leaders, political organizations, media outlets, and service organizations.
4. Facilitate an ownership of the division’s Vision, Mission, Strategic Plan, and needs in creating a SPS that is devoted to providing an excellent educational experience for every student.

Foundational Inquiries for Stakeholders:

1. What successes can you describe for SPS?
2. What are the challenging areas that need improvement?
3. What are the financial priorities of the school division?
4. What strategies should be put in place to increase academic achievement, improve student interests, and increase overall accountability in the school division?
5. What additional information should the new superintendent know to improve SPS?

Goals	Action	Champion	Comments/Results	Status
5.1	Evaluation of the Public Information Department to review and determine transparent communication with external and internal audiences, including a revitalized effort for a social media presence, and relationship building with the <i>Suffolk News-Herald</i> , the <i>Virginian-Pilot</i> , and <i>The Daily Press</i> <i>(BES 5)</i>	Dr. Gordon	<ul style="list-style-type: none"> - Dr. Gordon will evaluate the Public Information Office to determine new strategies for working with the media. - Development of an increased social media presence and strategies to sell the SPS academic experience to the tidewater region of Virginia. 	Complete
5.2	Establish the Suffolk Public Schools YouTube Channel which will promote students, teachers, and instructional highlights. <i>(BES 5)</i>	Dr. Gordon Ms. Anthonette Ward	<ul style="list-style-type: none"> - Creation of digital messages that will appear on the websites of local media outlets. - Dr. Gordon will post the inaugural message by October 21, 2019. 	Complete

			<ul style="list-style-type: none"> - Dr. Gordon will record monthly messages to discuss the exciting instructional opportunities and the excitement surrounding Suffolk Public Schools. - Dr. Gordon will also facilitate quarterly messages specifically geared for each level. 	
5.3	Evaluate the quality and effectiveness of current forms of communication with stakeholders. <i>(BES 5)</i>	Dr. Gordon Senior Leadership	- Transparency protocols and timelines will be created for effective communication.	Complete
5.4	Establish meeting schedule and communication protocols with parents and community leaders to discuss challenging issues within Suffolk Public Schools. <i>(BES 5)</i>	Dr. Gordon	- Dr. Gordon and the Office of Public Information and Community Relations will establish meeting dates and provide written and digital feedback for parent and community organizations.	Complete
5.5	Establish meetings with parents who have decided to place their children in private or other educational settings in order determine their reasons for removing their children from Suffolk Public Schools.	Dr. Gordon	<ul style="list-style-type: none"> - Departments of Public Information and Community Relations will work with Dr. Gordon to assess analytical data and trends for students and families that leave the district. - Inaugural meeting will take place in February 2020 	In Progress
5.6	Evaluation of the school division plan for family engagement. <i>(BES 5)</i>	Dr. Gordon Ms. Anthonette Ward	<ul style="list-style-type: none"> - Dr. Gordon will evaluate current family engagement strategies to determine overall effectiveness and desired outcomes. - Dr. Gordon will stress the importance of ensuring that schools provide families with the necessary tools to increase family engagement and provide a greater understanding 	Complete

			of the necessary partnership between families and schools.	
5.7	Establish meeting timelines, guidelines for transparency, and communication protocols with the City of Suffolk elected officials to learn more about critical issues facing the city. <i>(BES 5)</i>	Dr. Gordon Ms. Anthonette Ward	- Dr. Gordon will make contact and meet with the Mayor, City Manager and members of City Council.	Complete
5.8	Identification of key financial supporters and business partners of Suffolk Public Schools to include business, philanthropists, university presidents, public safety chiefs, and professional organizations to foster two-way communication regarding successes, failures, concerns, and critical issues that relate to Suffolk Public Schools. <i>(BES 5)</i>	Dr. Gordon	- Dr. Gordon will establish meetings with leaders of Civic Organizations, and Professional Organizations by October 2019 - Dr. Gordon will establish meetings with Chiefs of Police, Fire Department, Sheriff's Office, University and College Presidents by November 2019.	In Progress
5.9	Attend key organization meetings of Chamber of Commerce and other service clubs and organizations to discuss levels of success and critical challenges facing the district. <i>(BES 5)</i>	Dr. Gordon	- Establish meeting protocol and transparency goals for service clubs, organizations, and the Suffolk Chamber of Commerce.	In Progress
5.10	Establish meeting protocols with student leadership organizations to discuss success and challenges of the school division from the student perspective. <i>(BES 5)</i>	Dr. Gordon Dr. Okema Branch Dr. Suzanne Rice Ms. Pam Connor Dr. Ron Leigh	- Dr. Gordon will establish a meeting timeline with student leaders from every level by October 2019. - Dr. Gordon will establish meeting schedule for the Superintendent's Roundtable by December 2019.	Complete
5.11	Develop schedule to attend school and community activities and events. <i>(BES 5)</i>	Dr. Gordon	- Dr. Gordon will be provided a list of monthly events for each	Complete

			<p>school and school communities.</p> <ul style="list-style-type: none"> - Dr. Gordon will also assist in proportion of school and community activities and events through social media. 	
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Transition Plan Finalization

After the first one hundred days of leadership, Dr. Gordon will have comprehensive knowledge of Suffolk Public Schools and *Building Exceptional Schools* through the dedication and work of the transition team, stakeholders, senior staff, and community leaders. The Suffolk School Board, and the various communities of the City of Suffolk will receive weekly updates from Dr. Gordon and his staff.

The partnership between the Suffolk School Board and Dr. Gordon will collaborate to ensure a commitment to the development of individualized learning plans for all students, improving daily instruction with a focus on student interests, providing additional resources for enrichment and remediation, and promoting an understanding and dedication to the importance of revitalizing and inspiring the next generation of the City of Suffolk.