



Anne Arundel County Public Schools Superintendent's Entry Plan

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Introduction

The Anne Arundel County Board of Education selected me, as the incoming superintendent, to lead Anne Arundel County Public Schools' (AACPS) approximately 83,000 students to academic, social, and emotional success that will result in us producing college and career ready graduates who thrive in a competitive global economy.

Our primary goal is to determine a *road map* for successful schooling in conjunction with AACPS' adherence to

the Blueprint for Maryland's Future. In order to accomplish this goal, our adherence to our school system's current vision is critical. The vision clearly states that AACPS students "will graduate with the skills necessary to read, write, compute and communicate effectively; think critically and creatively; work independently and collaboratively with others from diverse backgrounds; and engage in innovative interdisciplinary and complex problem solving." As the instructional leader of

this school system, it is my distinct duty to ensure that this vision comes to fruition through our collective efforts as a community.

The past two years have introduced new challenges for educators across the country. AACPS was not immune to these. TEAM AACPS members worked hard and it is imperative that we continue to build on that momentum and move the district forward. This entry plan is designed to help me gather important information, whether

it is through observations in schools and communities, conversations with stakeholders or other means over my first 100 days as we prepare to create a new five-year Strategic Plan. Stakeholders include students, parents, faculty and staff members, community members, civic organizations, businesses, and faith-based organizations.

The Board expressed a high level of urgency when it comes to preparing our students to be globally competitive when they graduate. Additionally, there needs to be a focus on school safety and innovation. I share that same sense of urgency, as do our faculty, staff, and community at-large. Therefore, I will not hesitate to make important decisions

that benefit AACPS students while conducting my initial listening and learning tour of the school system.

GOALS

In order to ensure a smooth entry into AACPS, the following goals will be addressed through this entry plan and updated weekly for the Board of Education and the Anne Arundel County community:

1. To develop unified school district governance by creating a transparent, trusting, and collaborative working relationship with the Board of Education;
2. To ensure an intentional focus on instructional programming is conducted to close resource gaps of the lowest performing student groups while determining social and emotional needs for students;
3. To increase organizational effectiveness and efficiency by providing first-class support and service to schools, students, parents, and the AACPS community;
4. To create a culture of trust through action with TEAM AACPS members; and
5. To establish trust and confidence from the community at-large by creating opportunities to listen and learn from a multitude of stakeholders who have a vested interest in the school system while engaging stakeholders who aren't currently involved or may have become disengaged from the school system.

Goal 1

To develop unified school district governance by creating a transparent, trusting, and collaborative working relationship with the Board of Education

Objectives:

1. Establish and promote highly effective school system governance by building a productive and collaborative relationship with the Board of Education.
2. Establish the Board of Education and Superintendent as a cohesive leadership team focused on improving the achievement of all students and committed to effective and efficient organizational operations.
3. Develop and implement appropriate communication protocols between the Board of Education and Superintendent.
4. Ensure an effective, efficient, and orderly transition of leadership while keeping the focus on teaching and learning.

	Action	Action Sponsor	Comments/Results		Status
1A	Present Entry Plan to Board of Education for feedback, suggestions, and guidance;	Superintendent	Entry plan was presented to the Board of Education on May 22, 2022		Completed
1B	Conduct one-on-one meetings with individual Board of Education members to develop a strong working relationship and to understand individual views on the school system.	Superintendent	Joanna Tobin	8-17-22; 8-26-22; 9-8-22; 9-12-22; 11-16-22	Ongoing/In Progress
			Robert Silkworth	8-8-22; 8-24-22; 9-6-22; 11-3-22; 11-16-22	Ongoing/In Progress
			Michelle Corkadel	8-17-22; 9-28-22; 11-3-22; 11-10-22	Ongoing/In Progress
			Gloria Dent	8-24-22; 9-6-22	Ongoing/In Progress
			Melissa Ellis	8-17-22; 11-16-22	Ongoing/In Progress
			Corine Frank	8-30-22 during school visits; 9-27-22	Ongoing/In Progress
			Dana Schallheim	9-12-22; 9-29-22	Ongoing/In Progress
			Zachary McGrath	9-22-22; 10-13-22, 11-9-22	Ongoing/In Progress

	Action	Action Sponsor	Comments/Results	Status
1C	Hold first Board retreat to discuss matters of governance, core values and beliefs, communication protocols, roles, responsibilities, norms, expectations, goal/agenda setting, consideration of a Theory of Action, types and amount of information needed and through what channels to help the Board of Education make quality governance decisions, and regular professional development training for the Board of Education and Superintendent.	Board President Board Vice President Superintendent Trainer/Facilitator TBA	Board retreat held on 8-21-2022 Winter retreat tentatively scheduled for 1-21-2023	Complete
1D	Collaborate on a performance evaluation format with objectives and indicators of success that can be used to evaluate the Superintendent in year one of tenure.	Trainer/Facilitator TBA Board Members Superintendent	Met with Board President to begin discussions regarding the evaluation process on 9-22-22 Discussed and agreed on Year 1 evaluation with full board on 11-2-2022	Ongoing/ In Progress
1E	Determine the schedule and proposed agendas for quarterly meetings with Board of Education members.	Board President Board Vice President Superintendent	Quarterly meetings are currently being scheduled and board members can reach out to the Superintendent as needed.	Ongoing/ In Progress

	Action	Action Sponsor	Comments/Results	Status
1F	Meet with the Board President and Vice President along with Board committee chairs to determine how they best work in partnership with the Superintendent and senior staff.	Board President Board Vice President Superintendent	Having regular, ongoing conversations with Board leadership on this topic. This initiative also includes providing Board members with materials for Board meetings in advance to allow formulation of questions and standing meeting with Board President and Vice President to go over agenda items for meetings.	Ongoing/ In Progress
1G	Conduct learning walks throughout the district with individual Board of Education members.	Superintendent Board Members	Accompanied by Board members on Back-to-School visits (See Item 4A)	Ongoing/ In Progress

Goal 2

To ensure an intentional focus on instructional programming is conducted to close resource gaps of the lowest performing student groups while determining social and emotional needs for students

Objectives:

1. To understand and articulate to all stakeholder expectations for academic performance and achievement for all students.
2. To analyze patterns in student achievement data to identify gaps between expected and actual levels of achievement for all students and among various student populations.
3. To map out routes for an appropriate accelerated and customized plan of action for each school for the improvement of teaching and learning in an effort to eliminate opportunity gaps.
4. To determine social and emotional supports needed for students to meet academic success.
5. To evaluate the conditions of consistently underperforming schools and, based on a root cause analysis of areas of concern, determine an immediate course of corrective action.

	Action	Action Sponsor	Comments/Results	Status
2A	Analyze current student achievement data to include the following variables: Academic Achievement, Student Group Achievement, College and Career Readiness, Attendance Rate, Graduation Rate, and Suspension Rate.	Superintendent	<ul style="list-style-type: none"> Met with Executive Director of Instructional Data to develop timeline of data availability; utilized timeline to chart path for deeper data dives throughout year. Developed tentative timeline for data reporting on 9-28-22 	Ongoing/ In Progress
2B	Establish progress-monitoring dates to report to the Board of Education.	Superintendent Board Members	Deep data dive presentation workshops are being scheduled for second-semester	Ongoing/ In Progress
2C	Meet with Deputy Superintendent, Academics and Strategic Initiatives, and Executive Director, Instructional Data to discuss curriculum, instruction, and assessment data to determine the current state of teaching and learning.	Superintendent; Deputy Superintendent, Academics and Strategic Initiatives; Executive Director, Instructional Data	<ul style="list-style-type: none"> Established a calendar for monthly in-depth examination of key school system data on 9-23-22 Holding ongoing series of in-depth data examinations with Executive Team (9-30-22; 10-7-22) 	Ongoing/ In Progress

	Action	Action Sponsor	Comments/Results	Status
2D	Meet with Associate Superintendent for School Performance, Regional Assistant Superintendents, Principals, and Teachers to discuss school culture and climate to determine the level of Central Office supports needed to ensure continuous improvement at each school.	Superintendent Associate Superintendent for School Performance Regional Assistant Superintendents Principals Teachers	Evaluated Brightspace Learning Management System throughout first four weeks of school year; talked with teachers, school-based staff, and parents; announced changes reducing Brightspace requirements for teachers in elementary schools and self-contained special education classrooms on 9-23-22.	Ongoing/ In Progress
2E	Evaluate system efforts toward improving graduation rates for all students with a special focus on African- American, Hispanic, English Language Learners, and Special Education students.	Superintendent Executive Team	Met with Michele Batten, Assistant Superintendent for Curriculum and Instruction, to discuss compensatory education issues on 9-21-22	Ongoing/ In Progress
2F	Meet with students to listen and learn their perceptions of the quality of relationships and access to academic rigor in their schools and the district.	Superintendent AACPS Students	Meet with Superintendent's Teen Advisory, 11-3-22	Ongoing/ In Progress

	Action	Action Sponsor	Comments/Results	Status
2G	Meet with the Department of Professional Growth and Development to determine current state of professional development for teachers and support staff along with determining additional professional development that may be needed to ensure maximum performance by all.	Superintendent Division of Human Resources	Met with Executive Director of Professional Growth and Development on 8-10-22	Ongoing/ In Progress
2H	Work with Senior Staff, departments, principals, teachers, students and community members to assess understanding of AACPS outcomes for student success and current goals associated with producing these outcomes.	Superintendent Executive Team Senior Staff Principals Teachers Students Parents Community	<ul style="list-style-type: none"> • Ongoing meetings with Office of Equity and Accelerated Student Achievement on 9-12-22, 10-11-22, 11-1-22 • Took part in first-ever meeting of the Student Equity Advisory Team on 9-22-22 • Met with Moms For Liberty on 10-13-22 	Ongoing/ In Progress
2I	Meet with staff, students, and parents to determine the emotional and social supports needed for students to thrive academically.	Superintendent Deputy Superintendent, Student and School Support AACPS Staff Students Parents	<ul style="list-style-type: none"> • Met with Board of Directors for Anne Arundel County Mental Health Agency on 8-23-22. • Met with Coalition for LGBTQ+ Students on 10-11-22 	Ongoing/ In Progress

	Action	Action Sponsor	Comments/Results	Status
2J	Inventory academic programs, materials, and curriculum to begin process of determining impact on academic results (academic return on investment for students).	Superintendent Deputy Superintendent, Academics and Strategic Initiatives; Executive Director, Instructional Data; Regional Assistant Superintendents	<ul style="list-style-type: none"> • Met with two Regional Assistant Superintendents to discuss staffing impacts of Triple-E and related cultural arts offerings on 10-10-22 • Met with Curriculum & Instruction staff members to discuss Health Education curriculum on 10-11-22 	Ongoing/ In Progress
2K	Assess current district-wide literacy initiatives and determine the most appropriate research-based methodology to determine reading levels of all students and aggressively identify struggling readers and to provide the most appropriate intervention early.	Superintendent Deputy Superintendent, Academics and Strategic Initiatives Assistant Superintendent, Curriculum & Instruction		-

	Action	Action Sponsor	Comments/Results	Status
2L	Review and evaluate the district's current Positive Behavior Interventions and Support (PBIS) model and process to determine its impact on student academic and behavior outcomes.	<p>Superintendent Deputy Superintendent, Student and School Support; Assistant Superintendent, Student Support Services Coordinator, Behavioral Supports and Interventions</p>	Discussed Multi-Tiered Systems of Support with Deputy Superintendent for Student and School Support and Coordinator of Behavioral Support & Interventions on 11-7-22	Ongoing/ In Progress

Goal 3

To increase organizational effectiveness and efficiency by providing first-class support and service to schools, students, parents, and community;

Objectives:

1. To determine the performance levels of each division, department, and direct report within the organization.
2. To optimize resources to focus on the development of leadership capacity for meeting annual goals centered on high student achievement and the successful preparation and graduation of every student.
3. To review current professional development opportunities for AACPS employees and map out the course for the continued provision of an ongoing, high-quality, customized accessible professional development program aligned to school system goals.
4. To review current expectations and programming for leadership development and map out the course for the continued provision of opportunities to create an organized pipeline of competent, prepared leaders for the classroom, school, and school system.
5. To focus on the recruitment and retention of a highly effective team of teachers, leaders, and staff with the capacity to move the school system forward to meet established expectations.

	Action	Sponsor	Comments/Results	Status
3A	Meet with Executive Team and Central Office employees individually and by department.	Superintendent	<ul style="list-style-type: none"> • Executive Team meetings: 8-9-22; 8-26-22; 9-16-22; 9-23-22; 9-30-22; 10-28-22; 11-11-22 • Senior Staff meetings: 8-23-22; 10-3-22; 11-1-22 • Met with Transportation Department staff members to discuss issues related to student transportation: 9-19-22; 9-21-22 • Met with Senior Managers and Directors to discuss vision for school system and strategic plan development, 10-31-22 • Met with Chief Information Officer to discuss technology capabilities and needs of school system as well as strategies to meet current challenges, 11-3-22 • Met with Facilities and Maintenance staff to discuss vision for the school system and Strategic Plan development on 11-11-22 	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
3B	Develop an internal team mentality. Create systems/processes that enable interdepartmental collaboration and expect interdepartmental accountability.	Superintendent Leadership Team	Currently in progress through weekly Executive Team meetings. Collaboration, alignment and calibration around accountability are being discussed as a team.	Ongoing/ In Progress
3C	Review briefing documents from each division/department. Documents will include areas of major responsibility, major initiatives under way with projected timelines, significant/potential problems, and major decisions that need to be made. Using these documents will allow for quick understanding of the district's strengths, weaknesses, opportunities, and threats to progress.	Superintendent Central Office Departments	Conducted reviews of departmental budgets as part of process to develop Fiscal Year 2024 budget recommendation to Board of Education (11/7/22 through 11/18/22)	—

	Action	Sponsor	Comments/Results	Status
3D	Conduct a retreat with Senior Staff and establish training schedule to review AACPS FY23 plan and the most recent school improvement planning process, most recent achievement data, review current or anticipated vacancies in central office and principalships, discuss leadership team structures and practice, and determine how communication and decision-making will occur with executive team including establishing meeting schedules, protocols, and systems designed around increased student achievement, continuous improvement and addressing district issues.	Superintendent Executive Team	Retreat being planned for Spring 2023 to focus on potential reorganization plan and FY24 goals	Ongoing/ In Progress
3E	Meet with school principals and teachers to determine their perception of the quality and accessibility to student achievement data and the level of support offered by the Central Office staff.	Superintendent	Conversations held at principals meetings on 9-15-22, 10-13-22, and 11-3-22 (elementary school), 9-22-22 and 11-7-22 (middle school), and 9-29-22 and 10-27-22 (high school)	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
3F	Meet with the Division of Curriculum & Instruction to: (1) determine appropriate action steps to obtaining a world-class curriculum and supports needed as we begin implementation of the Blueprint for Maryland's Future, including the determination of whether an updated curriculum audit is required to assess alignment between the written, taught, and assessed curriculum; (2) determine the current state of our district assessment philosophy and system; and (3) determine instructional supports provided to teachers and staff.	<p>Superintendent Deputy Superintendent, Academics and Strategic Initiatives</p> <p>Director, Community and School-Based Programming</p>	<ul style="list-style-type: none"> • Held discussion with members of Blueprint implementation team on leadership career ladder development as required by legislation on 9-27-22 • Met with members of Blueprint career ladder consulting team on 10-12-22 	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
3G	Review and evaluate the district's efforts around Leadership Development and succession planning for school leadership.	Superintendent Associate Superintendent for School Performance	<ul style="list-style-type: none"> • Met with Associate Superintendent for School Performance on 10-16-22 to review Professional Development Team (PDT) model for first- and second-year assistant principals in which those assistant principals are assigned mentors from Central Office as part of the leadership succession and planning process. • Met with Executive Director of Professional Growth and Development on 10-24-22 to discuss teacher leadership development, assistant principal leadership development, and unit-based professional development for all AACPS employees. 	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
3H	Determine the current protocol and means for schools to collaborate and share best practices by level and feeder pattern.	Superintendent	Met with Associate Superintendent for School Performance on 10-11-22 and have had ongoing discussions with others. PDT process described in 3G includes mentorship and professional development sessions that include topics such as equity, classroom observations and feedback, communications, SLOs, and problems of practice.	Ongoing/ In Progress
3I	Review the district's processes used to regularly monitor the effectiveness of the district's academic programs, materials, curriculum, etc.	Superintendent		Ongoing/ In Progress
3J	Conduct a Central Office position and department review, comparing the district to other, similar sized districts; determining "right-size" standards to provide meaningful services to the schools and community; and begin the groundwork for possible reorganization/staff reductions/cost savings.	Superintendent	Reviewing audits and current organizational Central Office structure	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
3K	Review critical documents including, but not limited to: policy and procedures manuals; Board meeting minutes for last year (and further back as necessary); student achievement data; financial projections and budget processes for the past three fiscal years; legal proceedings; facility reports; accountability plans and processes; project management protocols and plans; and safety and emergency plans.	Chief Financial Officer Chief Operating Officer Chief Legal Officer	<ul style="list-style-type: none"> • Met with Director of Financial Operations to discuss the budgeting process and outlook. • Student achievement data is being discussed through deep data dive sessions. • Briefing on facility reports and capital projects also held. • Conducted reviews of departmental budgets as part of process to develop Fiscal Year 2024 budget recommendation to Board of Education (11/7/22 through 11/18/22) 	Ongoing/ In Progress
3L	Review the current schedule and format for principal meetings to ensure meetings are beneficial to principals and aligned to district goals.	Superintendent	<ul style="list-style-type: none"> • Met with elementary school principals on 9-15-22, 10-13-22, 11-3-22 • Met with middle school principals on 9-22-22 and 11-7-22 • Met with high school principals on 9-29-22, 10-27-22 	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
3M	Review and evaluate how much autonomy and authority principals have in the current organizational structure and determine how much access and opportunity they have to play key roles in decision-making and how to increase their role.	Superintendent	Conducted preliminary discussions with individual principals at school visits	Ongoing/ In Progress
3N	Review and evaluate the district's current performance management system to ensure effective and efficient operations across and within all departments and that key metrics and goals are established.	Superintendent	<ul style="list-style-type: none"> • Reviewing 2020 Performance Audit of operational and Board practices conducted by Gibson Education Consulting and Research Group • Met with Executive Director of Human Resources to discuss potential teleworking arrangements for certain employee groups on 10-11-22 	Ongoing/ In Progress
30	Review and evaluate all necessary plans and procedures to ensure preparations are in place for an outstanding opening of school; establish protocols for assessing effectiveness of the opening of schools	Superintendent	Readiness for opening of schools briefings provided to the Board of Education on 8-24-22; Daily debriefings of school opening activities and observations took place 8-29-22 through 9-9-22	Completed

	Action	Sponsor	Comments/Results	Status
3P	Review district's financial projections, resource allocation and budgeting processes; assess how district's budget and budgeting process is aligned to support student achievement.	Superintendent	<ul style="list-style-type: none"> Met with Director of Financial Operations on 9-2-22 to gain more in-depth understanding of budget process and associated items. Met with Associate Superintendent on 10-11-22 to discuss staffing resource distribution. 	Ongoing/ In Progress
3S	Conduct one-on-one meetings with lawyers to review any current legal proceedings or outstanding judgments against the district and to provide a briefing on state education code with particular attention to statutes currently impacting or likely to impact the district.	Superintendent Chief Legal Counsel	Met with Director of Legal Services on 8-29-22 and 9-6-22	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
3T	Review any other audits or reports conducted by outside agencies.	Superintendent	<ul style="list-style-type: none"> • Reviewed Prismatic Services, Inc., audit regarding transportation of students • Conducted follow-up meeting on 9-15-22 with Board Members, staff, and Prismatic to discuss impacts of new school hours as they relate to transportation • Reviewing 2020 Performance Audit of operational and Board practices conducted by Gibson Education Consulting and Research Group • Reviewing 2015 Strategic Facilities Utilization Master Plan (MGT Study) 	Ongoing/ In Progress
3U	Review and evaluate the district's current process for establishing departmental goals aligned to the Board of Education's goals.	Superintendent	Alignment of Superintendent goals through evaluation process will take place during the 2023-24 school year.	Ongoing/ In Progress

Goal 4

To create a culture of trust through action with TEAM AACPS members; To establish positive relationships with students, parents, teachers, principals, staff, and key district leadership, creating a collaborative environment for goal-setting and decision-making to support meeting established expectations for student achievement.

Objectives:

1. To establish a positive, professional, and collaborative relationship with support departments such as Transportation, Facilities, and Food and Nutrition Services to ensure decisions are made in the best interest of students and to ensure the best possible conditions for teaching and learning.
2. To become familiar with bargaining unit negotiated agreements, district policy and procedures, and legal proceedings to ensure that employees' rights are fully supported by the Superintendent.

	Action	Sponsor	Comments/Results	
4A	Visit campuses and spend time with faculty and staff members.	Superintendent	<p>Visited several schools in South River cluster on 8-10-22.</p> <p>Visited following schools at outset of school year:</p> <p>Aug. 29 – Marley ES, Freetown ES, Richard Henry Lee ES, Benfield ES, Folger McKinsey ES</p> <p>Aug. 30 – Chesapeake HS, Bodkin ES, Sunset ES, Northeast HS, Pasadena ES</p> <p>Aug. 31 – Crofton Meadows ES, Nantucket ES, Ruth Parker Eason School, Rippling Woods ES, Old Mill MS South</p> <p>Sept. 1 – Hillsmere ES, Georgetown East ES, Tyler Heights ES, Broadneck HS, Belvedere ES</p> <p>Sept. 2 – Central ES, CAT-South, South River HS, Lothian ES, Southern MS</p> <p>Sept. 6 – Park ES, Brooklyn Park ES, Brooklyn Park MS, Ferndale EEC</p> <p>Sept. 8 – Brock Bridge ES, Monarch Global Academy, Van Bokkelen ES, Odenton ES, Arundel MS</p> <p>Oct. 11 – Visited Arlington Echo Outdoor Education Center</p> <p>Nov. 16 – Visited Phoenix Academy</p>	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	
4B	Assess the quality, quantity, and effectiveness of internal communication to include communications with and between the Board of Education, administration, principals, teachers, support staff, and students.	Superintendent Communications Office	Ongoing meetings with Communications Office and conversations with staff, families, and community leaders	Ongoing/In Progress
4D	Meet with principal, teacher, and support staff organizations and committees to listen and learn about the perceptions and gain understanding of the various challenges facing the system as well as its strengths and to help determine solutions for moving the school system forward to meet strategic objectives.	Superintendent	<ul style="list-style-type: none"> • Met with elementary school principals on 9-15-22, 10-13-22, 11-3-22 • Met with middle school principals on 9-22-22 and 11-7-22 • Met with high school principals on 9-29-22, 10-27-22; 11-17-22 • Met with Anne Arundel Alliance of Black School Educators on 9-28-22 	Ongoing/In Progress

	Action	Sponsor	Comments/Results	
4E	Schedule meetings with established student leadership organizations. Work with these groups to identify key priorities for strategic growth and improvement and to create solutions to students' identified challenges. Establish an ongoing rapport with these (i.e., CRASC, Superintendent's Teen Advisory, and Athletic Leadership Council).	Superintendent	<ul style="list-style-type: none"> • Took part in first-ever meeting of the Student Equity Advisory Team on 9-22-22 • Provided video remarks for 10-18-22 meeting of Athletic Leadership Council, a group comprised of student-athletes • Was guest on Teen Talk program aimed at providing resources and information for students on 10-12-22 • Met with Superintendent's Teen Advisory, 11-1-22 • Other meetings being scheduled and will be reflected here as they occur • Attended and participated in Maryland Association of Student Councils Leadership Conference, 11-18-22 	Ongoing/In Progress

	Action	Sponsor	Comments/Results	
4F	<p>Establish a standing monthly to quarterly meeting with presidents of employee bargaining units:</p> <ul style="list-style-type: none"> • Teachers Association of Anne Arundel County (TAAAC) • Association of Educational Leaders (AEL) • American Federation of State, County, & Municipal Employees (AFSCME) and • Secretaries and Assistants Association of Anne Arundel County (SAAAAC) 	Superintendent	<ul style="list-style-type: none"> • Met with TAAAC President Nicole Disney-Bates and bargaining unit representatives on 8-8-22, 8-23-22, 9-13-22, 9-21-22; 11-3-22 • Met with SAAAAC President Carmenlita Makell and Executive Director Brad Darjean on 9-1-22 • Met with AEL President Tracey Ahern and Vice President Troy Hermann on 9-19-22 • Met with AFSCME President Roland Johnson on 11-7-22 	Ongoing/ In Progress
4G	Review employee union contracts	Superintendent	Review of negotiated agreements with Teacher's Association of Anne Arundel County and Association of Educational Leaders complete; review of negotiated agreements with other bargaining units in progress	Ongoing/ In Progress
4H	Review district's safety and crisis communication plan	Superintendent	Reviewed plan on 9-22-22	—

	Action	Sponsor	Comments/Results	
4I	Provide mentorship and conduct motivational speeches at school and school system events.	Superintendent	Spoke at Secondary Summer School graduation on 8-15-22; to principals and assistant principals at HELP Conference on 8-16-22; to elementary school principals on 9-15-22, 10-13-22, 11-3-22; to middle school principals on 9-22-22 and 11-7-22; to high school principals on 9-29-22, 10-27-22; 11-17-22	Ongoing/ In Progress
4J	Determine the feasibility of administering a survey to all school principals to assess Central Office support of school functions and operations.	Superintendent Communications Office	To be conducted in Spring 2023 in conjunction with Strategic Plan process	Ongoing/ In Progress
4K	Determine the feasibility of administering a survey to all employees to obtain employee feedback around organizational efficiency and effectiveness.	Superintendent Communications Office	To be conducted in Spring 2022 in conjunction with Strategic Plan process	Ongoing/ In Progress
4L	Review and evaluate the district's current process for establishing departmental goals aligned to the Board of Education's goals.	Superintendent	Alignment of Superintendent goals through evaluation process will take place during the 2023-24 school year.	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	
4M	Review any other audits or reports conducted by outside agencies.	Superintendent	<p>Reviewing 2020 Performance Audit of operational and Board practices conducted by Gibson Education Consulting and Research Group</p> <p>Reviewing 2005 agreement with Office for Civil Rights</p>	Ongoing/ In Progress

Goal 5

To establish trust and confidence from the community at-large by creating opportunities to listen and learn from a multitude of stakeholders who have a vested interest in the school system, while engaging stakeholders who aren't or may have become disengaged from the school system.

Objectives:

1. To increase personal knowledge and understanding of the Anne Arundel County Public Schools community, its culture, traditions, and history.
2. To establish positive, professional, and collaborative relationships with the community's faith-based organizations, key leaders of business, service, non-profit, philanthropic, political organizations, and media outlets.
3. To communicate an understanding and ownership of the district's Vision, Mission, and Beliefs as an organization dedicated to providing the best possible education for every child.
4. To re-engage stakeholders to become active supporters and participants of the AACPS system.

Key Questions for All Stakeholders will include:

1. What are the strengths of AACPS?
2. What areas of needed improvement in AACPS?
3. As the budget remains a challenge, what are the priorities of the district?
4. How can we raise the bar of academic success for all students and eliminate resource gaps?
5. What will it take to make AACPS the best school district in the country?

	Action	Sponsor	Comments/Results	Status
5A	Hire key positions if needed	Superintendent	Reviewing organizational structure and evaluating needs	Ongoing/ In Progress
5B	Record a video message and craft a message to all members of the Anne Arundel Community to be published in the local printed media outlet, posted on the school district's website, and shared throughout social media.	Superintendent	Welcoming video message disseminated to community through social media and other methods on 7-1-22	Completed
5B	Assess the quality, quantity, and effectiveness of external communication to include communications with and between the policy makers, community leaders, business leaders, and faith-based leaders.	Superintendent	Ongoing meetings with Communications Office and conversations with staff, families, and community leaders	Ongoing/ In Progress
5C	Schedule meetings with various countywide parent (Citizen Advisory Committee, Special Education Citizen Advisory Committee, Anne Arundel County Council of PTAs) for initial listening and learning sessions and discuss critical issues facing the system while creating opportunities for rich, authentic engagement.	Superintendent	Meetings in process of being scheduled.	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
5D	Meet with families who are not active members of traditional school organizations to listen and learn and to discuss critical issues facing the system in an effort to enhance engagement with these families.	Superintendent		–
5E	Schedule informal meet-and-greet opportunities for community members by attending school and community events.	Superintendent	Attended Summer Meals distribution at Lothian Elementary School and two mobile meals sites on 8-11-22; Eastport United Methodist Church community backpack giveaway event on 8-14-22; Backpack giveaway community event at Van Bokkelen Elementary School on 8-21-22; Goshen Farm Preservation Society’s annual open house to learn about educational opportunities available to students on 9-17-22; Annapolis Community Festival on 9-17-22; Annapolis Port Marker ceremony on 11-1-22; Opening of Kuhn Hall Education and Resiliency Center on Fort Meade on 11-17-22; attended NAACP Freedom Fund dinner on 11-18-22; attended Georgetown East Elementary School Health & Resource Fair on 11-18-22.	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
5F	Meet with Anne Arundel County’s elected officials to listen and learn about areas of concern as well as opportunities for growth and solutions to challenges facing the system. Determine and adjust current protocols to routinely communicate with this group while advocating for the children of AACPS and public education more broadly if needed.	Superintendent Chief Operating Officer Chief Communications Officer Legislative and Policy Counsel	<ul style="list-style-type: none"> • Met with Councilwoman Lisa Rodvien, District 6 on 8-25-22 • Met with District Court Judge Shaem Spencer to discuss Schools in the Court program on 9-19-22 • Met with Sen. Pamela Beidle, District 32, on 9-22-22 • Met with Annapolis Mayor Gavin Buckley on 9-27-22 • Met with Del. Dana Jones, District 30A, on 10-10-22 • Met with Councilman Andrew Pruski, District 4, on 10-10-22 • Met with Councilwoman Jessica Haire, District 7, on 10-12-22 • Met with Councilwoman Alison Pickard, District 2, on 11-7-22 • Met with Alderwoman Sheila Finlayson, Ward 4, on 11-10-22; • Participated in work session with Annapolis Mayor and City Council on 11-17-22 	Ongoing/ In Progress
5G	Establish a monthly meeting with Anne Arundel County Executive Steuart Pittman.	Superintendent Chief Operating Officer Chief Communications Officer Legislative and Policy Counsel	Held introductory meeting on 8-25-22; accompanied by Mr. Pittman on school visits to Park ES and Brooklyn Park ES on 9-6-22; met with Mr. Pittman on 9-27-22 and 9-29-22; had phone conversation with Mr. Pittman on 10-3-22.	Ongoing/ In Progress

	Action	Sponsor	Comments/Results	Status
5H	Meet with state education leaders for an initial listening and learning session to understand their concerns, discuss critical issues facing the district, and solicit their support. Establish a routine communication protocol with this group.	Superintendent Chief Operating Officer Chief Communications Officer Legislative and Policy Counsel	Met with Anne Arundel Community College President Dr. Dawn Lindsay on 9-29-22	Ongoing/In Progress
5I	Begin to network with state education leaders, area superintendents and colleagues, and superintendents across the state to discuss critical issues facing public education and develop a platform for advocacy for AACPS and public education throughout the country.	Superintendent	<ul style="list-style-type: none"> • Took part in Public School Superintendents Association of Maryland meetings on 8-16-22 and 9-9-22 • Participated in Maryland Association of Boards of Education Conference 10-6-22 to 10-8-22 	Ongoing/In Progress

<p>5J</p>	<p>Set up initial listening and learning sessions with key leadership and organizations to hear concerns and hopes for the school system, discuss critical issues facing the system, and solicit support in moving the system forward. These organizations should include but not be limited to:</p> <ul style="list-style-type: none"> • Key leadership across corporate, business, foundation (especially the education foundation), civic, non-profit, philanthropic, military, public safety, college and university and other organizations as well as their professional organizations and affiliations. • Community faith-based organizations, key religious leaders, and their professional organizations and affiliations. • Key organizations such as the Chamber of Commerce, service clubs, NAACP, community advocates and other similar organizations. 	<p>Superintendent Chief Communications Officer</p>	<ul style="list-style-type: none"> • Met with community and civic leaders in South County to hear opinions and perceptions regarding education-related issues in the Southern cluster on 9-6-22 • Met with group of members of the National Coalition of 100 Black Women on 9-20-22 • Met with former Board of Education member and Annapolis community leader Tony Spencer on 9-28-22 • Met with Annapolis historian Janice Hayes Williams on 9-29-22 • Met with Executive Board of Education Foundation of Anne Arundel County Public Schools on 10-10-22 • Spoke with business and community leaders and delivered keynote address at Superintendent’s Networking Breakfast sponsored by the Education Foundation of Anne Arundel County Public Schools on 10-11-22 • Met with Michelle Boone, liaison for Navy military families, on 10-12-22 • Met with Anne Arundel County Branch, NAACP members Thornell Jones and Mary Dadone on 10-12-22 	<p>Ongoing/ In Progress</p>
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Action	Sponsor	Comments/Results	Status
		<ul style="list-style-type: none"> • Met with Col. Michael Sapp, Garrison Commander, Fort George G. Meade, and members of his team on 10-12-22 • Spoke to community and business leaders as part of Leadership Anne Arundel’s Speaker Series on 10-26-22 • Met with Anne Arundel Workforce Development Corp. President and CEO Kirkland Murray on 11-4-22 • Met with members of the Equity Advisory Committee on 11-1-22 • Met with Caucus of African American Leaders on 11-8-22 	

	Action	Sponsor	Comments/Results	Status
5K	Meet with Anne Arundel County Department of Health to establish and enhance relationships regarding the work of school nurses in school buildings and other health-related initiatives	Superintendent Deputy Superintendent, Student and School Support Chief Communications Officer Department of Health officials	<ul style="list-style-type: none"> Met with County Health Officer Dr. Nilesh Kalyanaraman and members of his team on 8-25-22 Met with Dr. Kalyanaraman on 9-28-22 Took part in flu vaccination/COVID booster event designed to promote health students and families with County Executive Steuart Pittman, Dr. Kalyanaraman, Annapolis Mayor Gavin Buckley and others on 9-29-22 	Ongoing/In Progress
5L	Meet with Anne Arundel County Police Department to establish and enhance relationships regarding the work of School Resource Officers and crossing guards	Superintendent Deputy Superintendent, Student and School Support Chief Communications Officer Police Department officials	Met with county Police Department School Resource Officers on 8-22-22	Ongoing/In Progress

	Action	Sponsor	Comments/Results	Status
5M	Schedule introductory meetings with members of the local media and establish protocols for communication with these outlets. Offer to meet with the editorial boards of local media. The objective is to establish a framework for collaboration that is open, honest, transparent, and accurate.	Superintendent Chief Communications Officer	<ul style="list-style-type: none"> • Conducted interview with Tim Tooten (WBAL-TV, Channel 11) on 8-9-2022. • Conducted interview Paul Gessler (WJZ-TV, Channel 13) on 8-9-2022 • Conducted interview Veronica Johnson (WJLA-TV, Channel 7 on 8-23-2022 • Conducted interview Jason Newton (WBAL-TV, Channel 11 on 8-25-2022 • Recorded podcast for Naptown Scoop show, broadcast on 10-26-22 	In Progress/ Ongoing

Completion of the Entry Plan

Near the end of the first 100 days, I will have learned a great deal about AACPS through multiple meetings with key stakeholders. This plan will be available on the AACPS website, www.aacps.org, and will be updated each Friday with information through the previous week.

It is imperative that a level of transparency and trust is established through the implementation of the action items in this entry plan. The Board of Education, staff, parents, and community members stated that communication from the school system must be improved. Once acted upon, goals four and five thoroughly address these concerns.

As the entry plan is finalized, a Board of Education retreat/workshop will be scheduled to announce findings, propose plans, and collaborate on a planning system to drive improvements in student achievement and organizational efficiency that will ultimately lead to the creation of the district's new five-year Strategic Plan.

The Board-Superintendent team will be able to work together to ensure that AACPS strengthens its commitment to a positive, productive culture with a laser-like focus on improving student achievement using the district's continuous improvement model. Proposed plans and agendas will be communicated to the school community to promote understanding, commitment, excitement, and support for the goal and purpose of making AACPS the best school district in Maryland and the country.