



# Mary Wegner, Ed.D. Superintendent Entry Plan



## Introduction

The Sitka School District has hired me as Superintendent to improve achievement for all students. In Sitka, achievement is defined by academics, as well as through social-emotional and skill-based (e.g., music, art, sports, drama) accomplishments all of which must be grounded in a cultural context respectful of the Alaska Native heritage. Prior to serving as the Superintendent of the Sitka School District, I was the Assistant Superintendent for four-years, and after a decade of being away was previously in a district-wide teacher training position while also serving as the Special Education Director. Consequently, I have a long history with

the district and the community of Sitka, and have had successful and substantial opportunity to shape the learning and teaching environment to date. For example, almost all current district initiatives are ones I designed and help implement.

My Entry Plan is designed to build on the reality of my position in the district and community, and honors the relationships I have already established with key district and community members. Additionally, my Entry Plan is designed to help me see district efforts through a new lens while also helping others see me as the Superintendent. The ultimate goal of my Entry Plan is to work collaboratively in order to effectively achieve improved achievement for all students in the district.

**Vision:** Educating our Children to Realize their Potential and Contribute in a Connected Global Society

**Mission:** Foster each child’s maximum growth in academics, social-emotional and physical wellbeing. Prepare children for their chosen careers, and inspire them to become active, informed community members by providing:

- Relevant, innovative, and engaging learning opportunities;
- Clear goals and high expectations;
- Opportunities for collaboration among students, parents, staff, and community using an active outreach to stakeholders; and,
- A culture of respect for self and others, and no tolerance for bullying.

## 2013-14 School Board Goals:

1. Work towards closing the achievement gap for students who qualify as low income.
2. Develop a 5-year strategic budget plan that will be updated annually.
3. Support staff in tangible ways to further develop their skills in the art and science of teaching.

### Phase I: Gathering information, building relationships, and communicating with others through implementation of Goals and Activities

Understand the Current Status of Our Schools and of Student Learning:

- Learning and Teaching
- Critical Issue Analysis
- Family Engagement

Build Relationships as a Superintendent, and Effectively Communicate with Others:

- Political Leadership
- Key District Positions
- Community Engagement

Note: My Entry Plan will be vetted by the following groups with modifications made as needed:

- Admin Team at All-Day Admin Team meeting on August 12<sup>th</sup>
- School Board at School Board Goal Setting on August 22<sup>nd</sup> and 23<sup>rd</sup>
- Sitka Tribe of Alaska’s Education Director on August 18<sup>th</sup>

### Phase II: Examining data to inform development of Summary Report

After each of the Phase I activities, notes will be captured that document the date of the event, participants, observations, issues shared, and agreed-up actions to be taken. Using qualitative and quantitative analysis of the data, I will write a Summary Report that identifies the strengths and challenges of the district, as well as captures essential components that emerged as priorities for the district. The Summary Report will include the following sections: General Observations, Findings, and Recommendations.

### Phase III: Sharing the Summary Report and implementing Recommendations

The Summary Report will be discussed during weekly Admin Team Meetings with implementation plans developed as needed (e.g., media campaign regarding the good things happening for students). Additionally, the Report will be shared with the School Board, posted to our website, and will help to inform our 2014-15 Strategic Planning process.

## Goal: Understand the Current Status of our Schools and of Student Learning

<b>Learning and Teaching: Members of the classroom communities are best able to articulate the status of learning and teaching in the district.</b>				
<b>Purpose: To gather first-hand information about our schools by visiting classrooms and interacting with students, and by listening to teachers, students, and staff.</b>				
<b>Activity/Strategy</b>	<b>Co-Participant(s)</b>	<b>Role(s)</b>	<b>Timeline</b>	<b>Findings/Comments</b>
Work with principals to spend a day at each school to do the following: <ul style="list-style-type: none"> <li>• Visit classroom</li> <li>• Eat lunch with students</li> <li>• Interact with students during recess times</li> </ul>	Principals	Principal	60 days	
Hold a listening session at each school so students and Student Councils were applicable can share their input on the following: <ul style="list-style-type: none"> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul>	Principals	Principal	90 days	
Hold a listening session at each school so teachers and staff can share their input on the following: <ul style="list-style-type: none"> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul>	Robyn Taylor	Assistant Superintendent	90 days	
<b>Critical Issue Analysis: Student achievement is enhanced by examining trends and by identifying issues that represent barriers and opportunities.</b>				
<b>Purpose: To assess the strengths and challenges of the district in order to make informed decisions as Superintendent, and to provide context to the meeting data gathered.</b>				
<b>Activity/Strategy</b>	<b>Co-Participant(s)</b>	<b>Role(s)</b>	<b>Timeline</b>	<b>Findings/Comments</b>
Work with Business Manager to understand current and past budget, budget system, and upcoming budget decisions	Cassee Olin	Business Manager	60 days	
Analyze recent statewide and national student achievement scores	Ann Dagnillo	Student Assessment and Database Coordinator	60 days	
Review current results from the Olvweus Anti-Bullying, Youth Risk Behavior and School Climate and Connectedness surveys	Robyn Taylor	Assistant Superintendent	60 days	
Examine trends in student attendance, demographics, dropout rate, graduation rate, and enrollment data	Ann Dagnillo	Student Assessment and Database Coordinator	60 days	
Examine recent financial and curriculum audits/ESL and Tech Plans	Robyn Taylor	Assistant Superintendent	90 days	
Examine grants that have been recently completed, are in process, or awaiting final determination regarding award or not	Robyn Taylor	Assistant Superintendent	90 days	
Work with Maintenance Director to understand 5-year facility plans	Mark Bautista	Maintenance Director	90 days	
Personnel review including status of any improvement plans, as well as identifying staff with honors and/or advanced degrees/specialties	Laurie Seehafer	Superintendent Secretary	90 days	
<b>Family Engagement: Families are our students' first and most important teachers</b>				
<b>Purpose: To better understand the diverse needs of our students, and to engage families in the partnership of education</b>				
<b>Activity/Strategy</b>	<b>Co-Participant(s)</b>	<b>Role(s)</b>	<b>Timeline</b>	<b>Findings/Comments</b>
Hold a series of listening session in key community locations with hours that include both day and evening timeframes so family members can drop in to share their input on the following: <ul style="list-style-type: none"> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul> Community locations: <ul style="list-style-type: none"> <li>• Sheet'ka Kwaan Naa Kahidi Tribal Community House</li> <li>• Kettleon Memorial Library currently housed at Stratton Library</li> <li>• Harrigan Centennial Hall</li> </ul>	Robyn Taylor	Assistant Superintendent	60 days	

## Goal: Build Relationships as Superintendent, and Effectively Communicate with Others

**Political Leadership:** Individuals in positions that can bring resources to support our schools and the process of learning and teaching.

**Purpose:** To meet with local political and tribal representatives to share district initiatives, articulate common ground, and establish means for regular communication.

Activity/Strategy	Co-Participant(s)	Role(s)	Timeline	Findings/Comments
Meet with Representative Jonathan Kreiss-Tomkins and Senator Bert Steadman to focus on the following: <ul style="list-style-type: none"> <li>Brief sharing of major district initiatives</li> <li>What is the pulse of the Alaska Senate/Alaska House?</li> <li>How can we best work together to realize adequate funding for public education?</li> <li>Invite to visit classrooms</li> </ul>	Lon Garrison	School Board President	60 days	
	Robyn Taylor	Assistant Superintendent		
	Cassee Olin	Business Manager		
	Casey Demmert	Principal		
	Mikolas Bekeris	Sitka Education Association President (SEA)		
	Cherri Creek	Sitka Educational Support Professional Association President (SESPA)		
Meet with Mayor Mim McConnell and Mark Gorman, City Administrator to focus on the following: <ul style="list-style-type: none"> <li>Brief sharing of major district initiatives</li> <li>What is the pulse of the City of Sitka?</li> <li>How can we best work together to realize adequate funding for public education?</li> </ul>	Lon Garrison	School Board President	60 days	
Meet with Lawrence Spottedbird, Sitka Tribe of Alaska General Manager to focus on the following: <ul style="list-style-type: none"> <li>Brief sharing of district initiatives around cultural competency</li> <li>What is the pulse of STA?</li> <li>How can we best work together to realize strong collaboration?</li> </ul>	Heather Powell	Sitka Tribe of Alaska (STA) Education Director	60 days	
Meet with Police Chief Sheldon Schmidt and Fire Chief Dave Miller to focus on the following: <ul style="list-style-type: none"> <li>School and Student Safety</li> <li>Emergency Preparedness</li> <li>Emergency Response</li> </ul>	Admin Team Members	Assistant Superintendent, Special Education Director, Business Manager, Maintenance Director, IT Director, Cultural Director, and all Principals and Assistant Principals	60 days	

**Key District Positions:** Important players that are essential to making meaningful progress towards increased achievement for all students.

**Purpose:** To establish strong professional relationships with key personnel impacting the decisions and direction of the district, and to better understand the issues they face.

Activity/Strategy	Co-Participant(s)	Role(s)	Timeline	Findings/Comments
Meet with each principal to focus on the following: <ul style="list-style-type: none"> <li>Analyze patterns in student achievement data and achievement gaps to evaluate the current state of teaching and learning</li> <li>What is needed to realize goals?</li> <li>What are points of pride?</li> <li>What are the challenges?</li> <li>How can we best work together to realize the change needed?</li> </ul>	Robyn Taylor	Assistant Superintendent	60 days	
Meet with each director to focus on the following: <ul style="list-style-type: none"> <li>What are points of pride?</li> <li>What are the challenges?</li> <li>How can we best work together to realize the change needed?</li> </ul>	Robyn Taylor	Assistant Superintendent	60 days	

## Key District Positions: [continued]

Activity/Strategy	Co-Participant(s)	Role(s)	Timeline	Findings/Comments
<p>Meet with each School Board Member and his/her spouse or significant other over a meal at a restaurant of the Board Member's choosing to focus on the following:</p> <ul style="list-style-type: none"> <li>• What areas of School Boardmanship most interests you?</li> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul>	N/A	N/A	60 days	
<p>Bring breakfast or lunch and meet with union leadership for each of the unions to focus on the following:</p> <ul style="list-style-type: none"> <li>• What is the pulse of the union membership today?</li> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul> <p>Union leadership:</p> <ul style="list-style-type: none"> <li>• SEA: Mikolas/Tim Pike – meet @ SHS</li> <li>• SESPA: Cherrri/Ryan Kauffman - meet @ Baranof</li> <li>• Principals: Casey/Sarah Ferrency – meet @ Keet or PHS</li> </ul>	Robyn Taylor	Assistant Superintendent	60 days	

## Community Engagement: Strategic connections that will help disseminate information and contribute to the district's vision of learning.

**Purpose:** To clearly articulate the work of the district so that the public, press, and education community knows what to expect from me as a Superintendent, and to listen for ways the community can be meaningfully involved in supporting our schools and students both in the short and long terms.

Activity/Strategy	Co-Participant(s)	Role(s)	Timeline	Findings/Comments
<p>Invite key staff associated with local media to a catered lunch in the District Office Board Room to focus on the following:</p> <ul style="list-style-type: none"> <li>• Statement of desire to do a better job of telling our story</li> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul> <p>Key staff associated with local media:</p> <ul style="list-style-type: none"> <li>• Dan Etulain (KATH-TV)</li> <li>• Ken Fate, and Rob Woolsey (Raven Radio)</li> <li>• Mollie Kabler (Coast Alaska)</li> <li>• Thad Poulson and Tom Hesse (Daily Sitka Sentinel)</li> </ul>	Robyn Taylor	Assistant Superintendent	90 days	
<p>Invite fellow members of the Sitka education community to a catered lunch in the District Office Board Room to focus on the following:</p> <ul style="list-style-type: none"> <li>• Brief sharing by all of initiatives involving one or more of us</li> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul> <p>Sitka education community members:</p> <ul style="list-style-type: none"> <li>• Heather Powell and Chuck Miller (STA)</li> <li>• J. Thane and Bernie Gurule (Mt. Edgecumbe High School)</li> <li>• Jeff Johnstone (UAS Sitka Campus)</li> <li>• Mary Miller (Sitka National Historic Park)</li> </ul>	Robyn Taylor	Assistant Superintendent	90 days	

**Community Engagement: [continued]**

Activity/Strategy	Co-Participant(s)	Role(s)	Timeline	Findings/Comments
<p>Invite the key community leaders and donors to schools to a catered lunch in the District Office Board Room to focus on the following:</p> <ul style="list-style-type: none"> <li>• Brief sharing of major district initiatives</li> <li>• What is working well?</li> <li>• What needs to change?</li> <li>• How can we best work together to realize the change needed?</li> </ul> <p>Key community leaders and doors to schools:</p> <ul style="list-style-type: none"> <li>• Annette Becker (Youth Advocates of Sitka)</li> <li>• Dirk/Trish White (White’s Pharmacy)</li> <li>• Dr. Donald Lehmann/Dr. Elliot Bruhl/Dr. Robert Hunter (volunteer medical support at school sporting events)</li> <li>• Pastor Ryan Gluth/ Reverend Sandra Rudd (church leaders involved in student issues)</li> <li>• Gerry Hope and Jean Arnold (AK Native Brotherhood/Sisterhood)</li> <li>• Keith Perkins/Stan Fuller (CHARR)</li> <li>• Lisa Busch (Sitka Sound Science Center)</li> <li>• Mary/Roger Hames (SeaMart)</li> <li>• Roger Schmidt (Sitka Fine Arts Camp)</li> <li>• Tiffany Janssen (First Bank)</li> <li>• Ed Gray/Angie Ketah (parent)</li> </ul>	<p>Robyn Taylor</p>	<p>Assistant Superintendent</p>	<p>90 days</p>	