Superintendent First 100 Day Plan Report

Jersey Shore Area School District

Dr. Brian Ulmer

Entry Plan Goals

- Identify priorities for furthering district goals.
- Introduce the new superintendent to district stakeholders and give them voice.
- Through interviews, surveys and meetings, build a deep understating of the demographics, culture, people and programs of the district.
- Develop trust in the school district leadership.
- Identify issues and themes throughout the district system.
- Present findings to create shared goals and celebrate successes of the organization.
- Establish shared goals and work with the board and leadership team to prioritize action steps and bring focus and accountability to the future plans.

Entry Plan Report

- This part of the process is dedicated to determining themes and assessing the current status of the district in all areas based on collected information.
- This process included:
    - Individual interviews with all board members and administrators (23 total)
    - Meetings with community members (21).
    - Focus groups with faculty (12) and students (32)
    - Surveys completed by community (661) and staff (198)
    - Reviewed internal documents as listed in Appendix I
- Learning is organized by theme:
    - Culture
        - Sources - Staff surveys and focus groups, student focus groups, parent surveys, board interviews, community member interviews, administrator interviews
        - Learning –
            1. Community divide over the future of school buildings.
            2. Determine ways to improve district morale.
            3. Further the district vision of a supportive environment.
        - Action Items -
            1. Feasibility study will allow for informed decision on maintenance of buildings.
            2. Continue employee recognition program, be present in buildings and develop communication vehicles to share information with all.
            3. Create avenues for stakeholder feedback.
    - Curriculum and Staff Development
        - Sources - Review of curriculum documents, professional development plans, meeting with principals, meeting with IU 17 curriculum staff, meeting with department heads and grade level leaders
        - Learning –
            1. JSASD graduates are successful.

2. Curriculum revision in progress.
3. The district needs to increase its familiarity with online delivery of education.

- Action Items -
    1. Continue to supervise high quality instruction to support increased achievement.
    2. Establish a multi-year curriculum revision cycle.
    3. Create professional development opportunities coupled with relevant instructional expectations. This action item is supported by survey data from staff.

- District History
    - Sources - Tour of the district, Board interviews, Community member interviews, Administrative interviews, Review of district documents
    - Learning –
        1. Staff struggle with issues that occurred in the past.
        2. School facilities have been renovated but systems were not all addressed.
    - Action Items -
        1. Create open communication and be present to build trust.
        2. Coordinate board approved feasibility study and create revised list of capital projects.

- Facilities and Operations
    - Sources - Tour of the district, Administrative interviews, Review district documents
    - Learning –
        1. The district needs to operate as efficiently as possible to protect taxpayers and serve students.
        2. Facilities and operations need to be used and available in an equitable manner.
        3. District buildings operate in a safe manner and are clean and well maintained.
    - Action Items -
        1. Review enrollment and staffing report to determine possible efficiencies, review the use of tools such as MMS, review procedures such as purchase orders.
        2. Complete a staffing and enrollment report and use the report to demonstrate equity in facilities and processes.
        3. Continue to support best practices in safety and security and upgrade to accommodate advances in the field. Continue to investigate and recommend cleaning practices. Feasibility study will allow for informed decision on maintenance of buildings.

- Finances/Accountability to taxpayers
    - Sources – Board interviews, Administrative interviews, Parent surveys, Review of district documents

- Learning –
  1. The district has a developed budget planning process.
- Action Items -
  1. Augment the budget planning process to include budget report documents that can be public facing for transparency.
- Manuals and Handbooks
  - Sources – Administrative interviews, Review of district documents
  - Learning –
    1. The district needs to update written documents and have clear procedures and processes to accomplish tasks.
  - Action Items -
    1. Job descriptions are not complete, board policies are out of date, document review cycle is needed. This action item is supported by the staff survey.
- Personnel
  - Sources – Staff interviews and focus groups, Board interviews, administrative interviews, Review of district documents
  - Learning –
    1. Staff and administrative team are highly effective. This item is supported by survey data below.
    2. The district needs to operate as efficiently as possible to protect taxpayers and serve students.
  - Action Items -
    1. Continue to provide support and supervision that allows for a high functioning team, utilize building action plans to drive success.
    2. Review enrollment and staffing report to determine possible efficiencies.
- Public Relations/Communications
  - Sources – Community member Interviews, Board interviews, Staff interviews and focus groups, Administrative interviews
  - Learning –
    1. The district does not have a standard pathway for sharing information.
  - Action Items -
    1. Cleanup of the district website, establishment of a Social media posting procedures and release of regular community messages. This action item is supported by survey data.
- Technology
  - Sources - Community member Interviews, Board interviews, Staff interviews and focus groups, Administrative interviews, Student focus groups, Parent surveys, Review of district documents
  - Learning –
    1. The district has developed a broad offering of technology.

The technology department is staffed by a fairly new group of people.
2. The district needs to be careful to create technology offerings that can be maintained and supported.

- Action Items -
    1. Develop a training protocol for new IT staff members.
    2. Vet resources and be sure that all resources are used and purposefully selected. Create professional development opportunities for staff that mirror technology offerings. This action item is supported by survey data.

o Stakeholder Perspectives
- Sources - Community member Interviews, Board interviews, Staff interviews and focus groups, Administrative interviews, Student focus groups, Parent surveys, Review of district documents
- Learning –
    1. District stakeholders are supportive of their students and the work of the district.
    2. CTE programs are a priority for the district and community.
    3. The district has a strong relationship with The New Love Center that benefits the students and families.
- Action Items -
    1. Celebrate district accomplishments to maintain community support.
    2. Expand CTE offerings to serve more students.
    3. Continue to support the efforts of The New Love Center and find ways to increase programming to students and families.

Survey Results

o Survey results were used to substantiate the learning and action items from above.
o Survey results are provided in summary detail and the highest and lowest three items are highlighted from staff and community surveys

Staff Survey		Community Survey	
Prompt	Rating out of 5	Prompt	Rating out of 5
I am comfortable discussing issues with my supervisor	4.32	I am comfortable discussing issues with my child's principal	4.29
Students receives services and supports that they need at school	4.14	I am satisfied with the education my child receives	4.26

I understand what the school is doing to improve achievement	3.98	I understand what the school is doing to improve achievement	4.01
The district prepares students for college and careers	4.24	The district prepares students for college and careers	3.94
Our schools are safe	4.41	I feel my child is safe at school	4.35
District technology helps me do my job	3.86	My child receives services and supports that they need at school	4.15
The school culture is positive and supportive	4.16	The school culture is positive and supportive	4.26
I have the support that I need to complete my job tasks	3.87	I am comfortable discussing issues with my child's teacher	4.47
I am satisfied with the amount of communication about the district	3.55	I am satisfied with the amount of communication from school	3.87
Our schools are clean and well maintained	4.27	Our schools are clean and well maintained	4.29
I receive the training that I need to do my job	3.54	I feel welcome at my child's school	3.81
Green = Highest 3 Red = Lowest 3		My child's progress is communicated well to me	3.93
		I am satisfied with the type of communication from school	4.01

In Their Words

Both surveys gave staff and community members the ability to provide comments about the district. The graphic below represents the responses:

Charting a Path Forward

The final step in the plan is to create a path forward. Using the learning that occurred over the first 100 days and the feedback from stakeholders, an action plan was developed that aligns to the areas studied. The action plan is presented by theme and also presented in a timeline.

Action Plan by Theme

Action Steps	Desired Result	Responsibility	Deadline
Culture: Feasibility Study			
Complete feasibility study and report in a factual manner	Separate the feasibility study and building upgrade process from decision on closing buildings	Ulmer	June 2021
Culture: Employee Relations			
Continue Employee recognition through employee of the month program	Improved district morale	Ulmer	Ongoing
Weekly visits to schools on a rotating basis to be present for staff	Improved district morale	Ulmer	Ongoing
Culture: Open Communication			
Community Updates posted to website periodically	Increased understanding of district processes	Ulmer	Ongoing
Superintendent Updates posted after board meetings	Increased understanding of district processes	Ulmer	Ongoing
Building Level Social Media post plans	Presentation of district operations in a positive light	Ulmer/Principals	Ongoing
Update of "Handling a Concern" process and posting to the public	Further the district vision of a supportive environment	Ulmer	January 2021
Culture: Stakeholder Feedback			
Annual community survey to track data collected through this entry plan	Opportunities for stakeholder feedback	Ulmer	Ongoing
Regular meetings between the Superintendent and Association	Opportunities for stakeholder feedback	Ulmer	Ongoing
Regular meetings between the Principals/Directors and staff	Opportunities for stakeholder feedback	District Supervisors	Ongoing
Curriculum: Curriculum Revision			
Implementation of a multi-year curriculum cycle	Increased focus on data, resources and delivery of instruction	Ulmer/ Department	March 2021

		Heads/ Grade Level Leaders	
Curriculum: High Quality Instruction			
Be present in buildings to observe instruction	Continue to produce successful graduates	Ulmer	Ongoing
Base educational decisions on research-based effective practices	Continue to produce successful graduates	Ulmer/ Principals/ Department Heads/ Grade Level Leaders	Ongoing
Protect instructional time	Continue to produce successful graduates	Principals	Ongoing
Curriculum: Professional Development			
Strategically deploy professional development to target needed areas based on data	Support a high performing staff	Ulmer/ Principals	Ongoing
Increase staff familiarity with online delivery of instruction	Support a high performing staff	Ulmer/ Principals	Ongoing
Facilities and Operations: Efficiency			
Present and enrollment and staffing report to the Board of Directors	Operate district as efficiently as possible using data, demonstrate equity in delivery of services	Ulmer	January 2021
Review the use of district tools and processes	Operate district as efficiently as possible using data	Ulmer	Ongoing
Facilities and Operations: Safety and Security			
Continue to support best practices in safety and security	Create safe and secure schools	Ulmer/ Dady	Ongoing
Use district and grant funding to maintain safety and security upgrades based on advances in the field	Create safe and secure schools	Ulmer/ Dady	Ongoing
Facilities and Operations: Cleanliness			
Continue to investigate and recommend updates to cleaning practices	Maintain clean facilities with efficiency	Ulmer/ Wall	Ongoing

Facilities and Operations: Feasibility Study			
Use feasibility study to make informed decisions on the maintenance of buildings and update Capital Projects Plan	Increased efficiency of operations and prioritization of work	Ulmer/ Wall	June 2021
Finances and Accountability: Budget Process			
Adjust the budget planning process to include public facing reports	Increase transparency and accountability to taxpayers	Ulmer/Enders	July 2021
Manuals and Handbooks: Update Documents			
Create/update job descriptions for district positions	Have clear procedures and processes	Ulmer	August 2021
Review and update board policies	Have clear procedures and processes	Ulmer	Ongoing
Create process and procedure documents for each department	Have clear procedures and processes	Ulmer/ Supervisors	June 2022
Annual review of handbooks for updates	Have clear procedures and processes	Supervisors	Ongoing
Personnel: High Functioning Team			
Be present in buildings to observe instruction	Provide support and supervision	Ulmer	Ongoing
Create building action plans that detail goals and actions for subsequent years	Maintain an effective learning environment	Ulmer/ Principals	January 2021
Personnel: Efficiency			
Provide enrollment and staffing report and make recommendations for efficiency	Protect taxpayers and serve students	Ulmer	January 2021
Public Relations: Sharing Success			
Clean up district website	Create usability and remove old information	Ulmer/Knepp	Ongoing
Building Level Social Media post plans	Building Level Social Media post plans	Ulmer/Principals	Ongoing
Community Updates posted to website periodically	Increased understanding of district processes	Ulmer	Ongoing
Superintendent Updates posted after board meetings	Increased understanding of district processes	Ulmer	Ongoing
Technology: Offerings and Support			
Develop a training protocol for new IT staff members	Increase effectiveness of new IT staff members	Ulmer/ McCormick	March 2021

Vet available technology resources and determine efficiencies	Maintain and support available technology for district efficiency	Ulmer/ McCormick	May 2021
Create professional development for district staff that utilize technology offerings	Maintain and support available technology for district efficiency	Ulmer McCormick	July 2021
Stakeholder Perspectives: Sharing information			
Building Level Social Media post plans	Presentation of district operations in a positive light	Ulmer/Principals	Ongoing
Community Updates posted to website periodically	Increased understanding of district processes	Ulmer	Ongoing
Superintendent Updates posted after board meetings	Increased understanding of district processes	Ulmer	Ongoing
Stakeholder Perspectives: Offerings			
Expand CTE offerings	Serve more students and meet community need	Ulmer/Keen	Ongoing
Stakeholder Perspectives: Community Support			
Continue to support the New Love Center and find ways to increase programming through that collaboration	Support students and families in need	Ulmer/Principals	Ongoing

Action Plan Timeline

January 2021	Present and enrollment and staffing report to the Board of Directors and make recommendations for efficiency
January 2021	Update of "Handling a Concern" process and posting to the public
January 2021	Create building action plans that detail goals and actions for subsequent years
March 2021	Implementation of a multi-year curriculum cycle
March 2021	Develop a training protocol for new IT staff members
May 2021	Vet available technology resources and determine efficiencies
June 2021	Complete feasibility study and report in a factual manner
June 2021	Use feasibility study to make informed decisions on the maintenance of buildings and update Capital Projects Plan
July 2021	Adjust the budget planning process to include public facing reports
July 2021	Create professional development for district staff that utilize technology offerings
August 2021	Create/update job descriptions for district positions
June 2022	Create process and procedure documents for each department