



Joey Hassell
Superintendent Entry Plan
July 1, 2017 – October 31, 2017

Guiding Principles:

- Review the system's organizational structure and seek strategies to strengthen our educational environment.
- Foster equal access to quality education across our district while aspiring to meet the needs of our diverse student population.
- Seek to improve internal & external communication and foster community involvement.
- Provide a clear, succinct, and actionable plan for Haywood County Schools in conjunction with the Haywood County Board of Education members.
- Foster a learning environment that is supportive of teachers and ALL students.

District and County Tour:

Purpose: To understand the district's geographic size and survey distances.

- Arrange a driving tour of the district's boundaries and school zones.
- Visit various districts with the individual school board member who represents that particular area of the district.
- Arrange to meet the County and City Mayors as well as the County Commission and City Councils.
- Ride school bus routes throughout the county.

School Board:

Purpose: To establish working relationships with individual board members and the board as a whole.

- Invite each board member to have a meeting with me to discuss communication, strengths, weaknesses, and goals for the district.
- Work with the board to determine how we will work together (internal communication, public engagement, board agendas).
- Determine a schedule for regular planning sessions with the board (at least two during first 100-days).
- Hold a board retreat within the first months to discuss communication processes, board's master plan, and policy governance goals.
- Establish a Friday newsletter. (School Board Update)
- Determine other needs of the Board.
- Be a good listener.

District and School Staff:

Purpose: To establish working relationships with district and school staff.

- Determine and establish a transition plan with outgoing superintendent, Teresa Russell.
- Establish strong professional relationships with key personnel inside the district, celebrate accomplishments, and identify challenges.
- Review ePlan – strategic planning documents and budget.

- Request briefing papers and updates from the staff on critical issue areas.
- Present my vision and expectations (Share my leadership philosophy).
 - Hold department briefings with each department in the district.
 - Hold weekly meetings with central office administrative team.
 - Hold monthly meetings with school leadership
- Hold a leadership retreat with key staff.
- Tour and visit each school a minimum of once a week
- Celebrate a new chapter in Haywood County Schools

Community Leadership:

Purpose: To meet leaders of community and parent organizations, generate good will, build support, and establish communication channels.

- Ask each board member to suggest 1 to 3 names of community organization leaders. Arrange meetings within the first two months.
- Attend community meetings and share my vision and goals to improve student achievement and make Haywood County a state and national leader in education.
- Establish relationships with:
 - Haywood County Education Association
 - Haywood County PTO/PTA Officers (each school)
 - Haywood County Booster Clubs (each school)
 - Southwest Tennessee School Districts
 - University of Memphis at Lambuth
 - University of Memphis
 - University of TN at Martin
 - Bethel University
 - Freed-Hardeman University
 - Union University
 - Jackson State Community College
 - Tennessee College of Applied Technology at Jackson
 - Chamber of Commerce
 - Non-Profit and Community Groups
 - Ministerial Alliance
 - United Way

Political Leadership:

Purpose: To meet local and state political powerbrokers and establish means for consistent communication.

- Meet the state “Legislative Delegation” of Haywood County.
- Gain an understanding of state issues and potential impact on Haywood County for the current school year as well as long-term effects.
- Review the funding priorities for Haywood County – local, state and federal dollars.
- Meet with college presidents in the area and region to discuss teacher recruitment, retention, and partnership.
- Discuss the district strategic planning agenda with elected officials and higher education and discuss ways to effectively partner to support our staff and students.

Media:

Purpose: To clearly articulate my vision early so that public, press, and education community knows what to expect. To generate publicity for early “listening and learning” efforts.

- Meet with local newspaper staff.
- Meet with local broadcast media.
- Demonstrate a seriousness of purpose to continue the transformation of making Haywood County Schools a world-class education enterprise.
- Be accessible. Be a good listener. Build relationships of trust.
- Share areas of focus for the district.
- Implement transition plan.

State and National Leadership:

Purpose: Share the story of Haywood County to key political, foundation, and education leaders in the state and across the country.

- Strategic Support Teams – State and National Leaders
- Finance Strategic Support Team – spend time with state professionals to analyze the current financial status
- Make connections with state and national foundations that support education and reform in high-poverty, rural areas.
- Evaluate current grant opportunities to bridge any financial gaps.
- Analyze past grant opportunities and outcomes.
- Audit current research strategies that support closing the gap.
- Look at AP initiatives and a partnership with the College Board.
- Look at Dual-credit/dual enrollment options.
- Look at ACT scores and ability to meet and exceed regional and state averages.
- Analyze the current achievement of schools and the district.
- Look at system and state targets on the Tennessee State Assessments.

Build on the Public Confidence in Haywood County Schools:

- Clarify and widely communicate expectations for accountability, improvement, and successes.
- Analyze all data from the 100-day Entry Plan; share outcomes and plans for improvement.
- Visit every classroom in Haywood County Schools in my first semester.

Establishing Board-Superintendent Authorities:

- Discuss board-superintendent roles explicitly (in a retreat setting).
- Establish a timeframe to review progress in various areas of the district at monthly board meetings.

Summary:

- “Plan your work; work your plan” – Pat Summitt
- “In a culture of discipline, people do not have jobs, they have responsibilities.”
- “Great organizations keep clear the difference between their core values (which never change) and operating strategies and cultural practices (which endlessly adapt to changing world).”
(*Good to Great and the Social Sectors*, Collins, 2005)