**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)