



# SOUTH KITSAP SCHOOL DISTRICT



## Superintendent Transition Plan Tim Winter **March 1, 2019 – June 30, 2020**

# Introduction

It is an honor to be the new superintendent of the South Kitsap School District. I am excited about the work that is being done in the district and in the community and I look forward to supporting continued growth and success in the future.

To Nurture Growth, Inspire Achievement and Build Community has been the driving force behind the shared effort to ensure high levels of success for all students and staff. The role of superintendent provides the opportunity for purposeful leadership that develops people, creates high expectations for all, secures and manages funds and facilities and provides channels of communication between the district and its stakeholders.

My goal in the next year will be to listen, learn and lead as I get to know more about the South Kitsap School District. I believe there is exciting community growth on the horizon that will enhance the high level of success that already exists across the district. I have a vision that the South Kitsap School District will be one of the top five school districts in the state. Great programs...great people...great place!

I believe each day is an opportunity to make a difference. In order to inspire trust in the school district, people need to be trusted and made to feel valued. We need to see that we are all in this together and that no one person's role is more important than the next. Together we are South Kitsap!

The purpose of this plan is to provide a structure to support my transition as superintendent of the South Kitsap School District as I listen to and learn from students, staff, families and the greater South Kitsap Community.

## Top 5 Vision

**Our vision is to be one of the top five school districts in the state of Washington. We will achieve Top 5 success in all areas through a culture that is built on valuing people and creating the conditions for success. In my first year as superintendent, I will focus on the following:**

**Transparent Communication**

**Creating Positive Relationships**

**Alignment Throughout the District**

**Analysis of Programs and Systems**

**Creating a Blueprint for South Kitsap School District Success**

# Goals

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**Learn about the direction of the South Kitsap School District by creating and engaging in opportunities to listen and learn of the strengths, challenges and areas for growth.**

**Create a structure to connect with stakeholders within the community to ensure that multiple perspectives and voices are heard and that build strong, lasting relationships.**

**Learn the history, culture, values, and norms and their effect on the district and the community now and in the future.**

**Gain an understanding of the organizational structure, climate and key priorities to ensure alignment of resources and effectiveness in meeting the educational needs of all students.**

**Use data and feedback gathered to formulate priorities and a plan to accomplish them.**

# Outcomes

**The expected results of implementing this entry plan will include:**

- A summary report of observations and key findings to share in early 2020.
- Updates to the district's Target Objectives, Measures of Progress and Work Priorities in the existing District Strategic Plan or Ends Policies.
- Creation of a five-year plan (SK'25) to accomplish district goals.

# Structure

**The superintendent will engage in a purposeful effort to listen to the community and learn about the South Kitsap School District. The following activities will be core components of the transition plan:**

- Listening and Learning
- Building Relationships
- Communication of Vision
- Analysis/Planning
- Reporting/Summary

**Activities to support core components of transition plan:**

- School visits and meetings with school staff.
  - Operating with the belief that spending time in schools and classrooms provides the foundation for learning about the district as well as relationship building, I will set a goal to spend one half day or full day in each school prior to winter break in December. The principal and staff will create the agenda for the superintendent's day to allow me to experience their school as a learner and to provide the opportunity to visit every classroom to get to know staff and students. By December 31, 2019, I will have visited every school in the district.

- Meetings and Interviews
    - The superintendent will conduct a series of meetings and key informational interviews to hear from members of the community, policymakers and other stakeholders. Mr. Winter will listen for information from stakeholders about:
      - *What should he know about our community?*
      - *What should he know about South Kitsap schools?*
      - *What is working well and should be sustained?*
      - *What needs attention and could be improved?*
- Meetings or informational interviews will include, but are not limited to Educational Stakeholders (students, parents, staff and community partners) and Community Stakeholders (local government, businesses, nonprofit and local partners)
- Cultivation of a working relationship with the districts five labor associations and their leaders.
    - Meet with representatives from SKEA, SKCA, PSE, SEIU and SKAP to ask the questions:
      - What do we need to continue doing?
      - What do we need to stop doing?
      - What do we need to start doing?
      - What support is needed for success?
  - Cultivation of relationships with district families, business and community leaders.
    - PTA leaders, Parent Advisory Council, ELL parent groups, private and home school connections, Explorer Academy parents
    - Port Orchard Chamber of Commerce, STEM leaders, Shipyard, Port Orchard – Kitsap Realtors Association, Harrison Hospital
    - Mayor, County Commissioners, City Council Members, Chiefs of public safety organization, legislative contacts, Navy and Marines, Port Orchard Library Director
    - Kitsap Strong, Boys and Girls Club, South Kitsap Public Education Foundation, South Kitsap service organizations, arts and music leaders, religious leaders
  - Cultivation of a working relationship with the School Board of Directors.
    - Meet individually with the School Board of Directors to develop strong working relationships.
    - Meet with the board in a workshop/retreat format in the summer/fall of 2019 for the purpose of reviewing Board/Superintendent Relations and Superintendent Interpretations.
  - Data analysis and document review.
    - The superintendent, working with cabinet members and leadership team, will conduct an analysis of performance indicators and examine a wide variety of data sources, particularly student achievement data, to discern trends, patterns, areas of accomplishment and opportunities for improvement. Student outcomes on

- standardized tests, value-added data, dropout and graduation rates, varied CTE data, staff and student attendance rates, special education data, truancy and discipline data, Advanced Placement (AP) course enrollment and passing rates, SAT and ACT scores, college-bound rates, athletic and fine and performing arts program data, and other relevant indicators will be disaggregated by program, ethnicity and geography, and carefully studied.
- I will review critical documents, the district's organizational chart, employee handbooks, policy and procedure manuals, district and school strategic plans and Ends policies.
  - Additionally, operating and capital improvement budgets will be closely assessed from the lens of effectiveness and efficiency, along with their alignment to the educational Ends goals of the district in support of the whole child. Short term and long-range budget development will be evaluated as well as how the district is meeting its goals and the service expectations of the community.
  - Written reports and presentations about South Kitsap's use of resources, personnel, organization, leadership and/or academic outcomes will be carefully studied.
- Communication with local media for reporting to the public.
    - The superintendent will engage local media to introduce himself and to deepen the understanding of issues important to the South Kitsap community. The superintendent will utilize a regular column in the local newspaper to reach out to stakeholders.

## Conclusion

This Transition Plan will afford me the opportunity to listen, observe and learn from a variety of community members while gaining an understanding of the local context of the city, surrounding areas, and school system. The entry plan will serve to help us begin to formulate ideas and frame strategies to improve our school system so that we remain focused on the whole child, increase student achievement while simultaneously closing the achievement gap, and ensuring success for every child, no exceptions.

The transition plan culminates with the development and presentation of a Summary Report in early 2020, outlining the findings, observations and next steps.