

Berkeley PUBLIC SCHOOLS

A NOTE FROM ENIKIA

SUPERINTENDENT FORD MORTHEL



Berkeley
PUBLIC SCHOOLS
Berkeley Unified School District

Superintendent's Entry Plan - The First 90 Days
Listening and Learning
August 24, 2022

Excellence • Equity • Engagement • Enrichment

Our Mission

Enable and inspire our diverse student body to achieve academic excellence and make positive contributions to our world.

Excellence

Equity

Engagement

Enrichment

- To ensure an effective, efficient, and orderly transition of leadership, keeping the focus on continuous improvement and increased access and achievement for all students.
- To create opportunities to lift the voices, perspectives and experiences of the Berkeley community
- To adhere to the Board's policies and governance by developing a trusting, productive, transparent and collaborative relationship with the Board.
- To foster a culture of collective accountability and continuous improvement in service of a shared vision that advances the district goals, mission and the 4Es
- To identify and execute activities/initiatives that will bring a successful opening to the 2022-2023 school year and ultimately accelerate progress towards district goals and aims

Outcomes and Deliverables

- A 90 day report on observations, findings and an initial plan for the future.
- An energized district and community about the focus and direction of the organization.
- An outline of a process to review BUSD's current plans, and to establish how the Board of Education and Superintendent will address the "big question" – how to engage in systemic shifts to ensure the that BUSD's mission is realized for each and every student

Superintendent's Entry Plan Structure

1. Development of the relationship with the **Governance Team**: BUSD Board of Directors
2. Assessment of the **organizational capacity and alignment**: District Executive and Senior Staff
3. Analysis of multiple forms of **data and review of key district documents**, including instructional frameworks PK-12 and MTSS supports
4. **Engagement of Community**: Engaging Students, Parents/Guardians/Caring Adults, Community Leaders and Partners
5. Understanding of **resource allocation and alignment**; review of the current, strengths, strategies, and opportunities for improvement
6. Visitation to all BUSD schools and a sampling of classrooms across grade spans and programs
7. Creation and presentation of Superintendent's Action Plan

Work with the Board to discuss issues and matters of governance, management, core values and beliefs and structures of their working relationships.

Activities Include:

- One-on-one meetings with Board members to deepen relationships
- Board retreats to focus on shared values, initiate reflections on organizational structure, areas of improvement, and implementation of a systemic accountability system
- Development of a process, structure, and timeline to measure our current strategic plan, LCAP, system improvement plan, and budget for the District

2. Organizational Capacity & Alignment

Evaluate the district's strategic plan and instructional programs for efficiency, Alignment

Activities Include:

- Review of current central office structure to determine focus on student achievement and maximizing operational efficiency
- One-one-one interviews with executive cabinet and senior staff, site and program administrators
- Development of processes, structures, and timeline to measure our current strategic plan, LCAP, system improvement plan, and budget for the District
- Explore the current state of strategic data monitoring in BUSD to ensure all students are performing at or above grade level and/or are receiving appropriate, targeted interventions
- Analyze instructional model and framework Early Childhood to 12th to ensure coherence, access and rigor (as well as opportunities for intervention and multiple tiers of support)

3. Data Analysis and Document Review

Conduct analysis and examine a wide variety of data sources, particularly student achievement data, to discern trends, patterns, areas of accomplishments and areas for additional focus

Activities Include:

- Evaluate data, resource and administrative indicators, using the lens of effectiveness and efficiency and their alignment to the educational goals of the BUSD
- Evaluation of operating and capital budgets for effectiveness and efficiency, and their alignment to the educational goals of the BUSD.
- Analysis and review reports and presentations on BUSD resources use, personnel, organization, leadership and/or academic outcomes
- Review of Board Policies and Administrative Regulations
- Analysis of professional learning offerings (including how many, who attends, PD evaluations)

Engage and mobilize families and caregivers to understand the culture, history and current experiences in BUSD. Establish meaningful partnerships and relationships in service of our shared mission.

Kasserian Ingera - “And how are the children?”

Activities Include:

- Meet with key community leaders from a list that has been informed by the Board and other leaders
- Reach out to a multitude of critical stakeholders and establish routine meetings, communication protocols, and reciprocal dialogues, focusing on increasing student achievement and continuous improvement
- Conduct visits to every school in BUSD by the end of the calendar year to engage the principal, teachers, support staff, and parent volunteers
- Host community forums to gather community input and initiate continuous dialogues about student achievement and improvement. (virtual and in person options)

Sapati Ingera - “All of the children are well!”

Understand systems and structures to align resources with priorities and end efficient and effective resource allocation.

Activities Include:

- Review key district financial materials, budget, most recent audits and grants
- Conduct one-on-one meetings with direct reports on budget, operations, and human resources
- Review district's financial projections, resource allocation and budgeting processes; assess how district's budget and budgeting process is aligned to support student achievement
- Review employee group contracts and negotiation plans; find out what the role of the superintendent has been in negotiations
- Examine the effectiveness of BUSD's information-data management system, especially around student achievement, budget, and human resources

Superintendent's Entry Plan Timeline



90 days of Listening and Learning

July, August, September

Report of Findings

End of October

Present Superintendent's Action Plan

January