
Bates Elementary School

Principal's Entry and Learning Plan



Introduction

I am excited to serve as the new principal of the Bates Elementary School. During my visits to the school this spring, it is clear that Bates Elementary is a special place, one where students, teachers and staff are fully invested in learning and creating a positive learning environment for all. I am committed to working with the entire school community to create a safe, collaborative, and inclusive school environment. I will work hard to ensure that every student has equal access to curriculum and that they build their skills academically and socially. I strive to ensure that all students become positive contributors to the Bates community. During my educational journey, I have continually motivated students and staff to be their best by building consistent community and team building, creating positive relationships, and displaying passion and energy about learning and school.



We will get to know each other well in the coming year, however I wanted to briefly introduce myself. I began my career in Phoenix, Arizona as a teacher, then relocated to Orlando, Florida and to continue my practice. I transitioned from teaching to an academic, engagement coaching position in a high-needs school. I also served as an English Language Arts coach. After relocating to Cambridge, I had the opportunity to serve as Principal Intern at Prospect Hill Academy and Boston Public Schools as part of Harvard University's School Leadership Program. Currently, I am coming to Bates from Nathaniel Bowditch, where I served as Principal.

As part of my transition into Bates, I plan to set up time to have conversations with you to get to know more about you and the school. To best utilize our time together, I have developed a set of questions for our conversation. Your individual responses to these questions will be confidential. I will use the themes that arise in our discussions so that together, we can develop short and long-term goals for our school. Our conversations will help me learn more about strengths and what is needed at the school to ensure that we have an excellent school year and meet long-term goals for the future.

Through our work together, I aim to develop trusting relationships from the beginning. I am ready to roll up my sleeves, work alongside you, and develop a community that honors both celebration and reflection. My philosophy is "it takes a village" and it is important to me to hear your story, learn your experiences, and understand your passion so that I can support teachers, families and our students in building a school where all can be successful.

Learning Plan Highlights

- ✦ Learn the history, successes, and challenges
- ✦ Establish relationships with all stakeholders
- ✦ Establish positive presence in the community
- ✦ Collect and analyze information and share outcomes

These goals are focused on helping me develop a broad perspective and understanding of Bates Elementary School.

Interviews/Discussions

In an effort to meet with all members of the Bates community, I have set up a schedule. Discussions include students, families, teachers, principals, and central office leaders. An interview protocol will ensure consistent questioning and structures, which will maximize time and opportunity. Some of the questions that I might ask include:

1. What is important for me to know about you, personally, as an educator / family, and as a member of the Bates community?
2. What are you most proud of at Bates?
3. What changes are necessary to provide the best education possible for our students? Rank them in order for me. What do you want your role to be in making these changes?
4. What questions do you wish I asked because of their significance to you and /or the school?
5. What are your hopes for the future of Bates?

Introducing myself to community

The entry process will also give an opportunity for the Bates community to learn more about me. Through interviews and visits, I will be able to share my core values and vision as a leader and educator. My transparency will allow people to understand my actions.

Get out into community

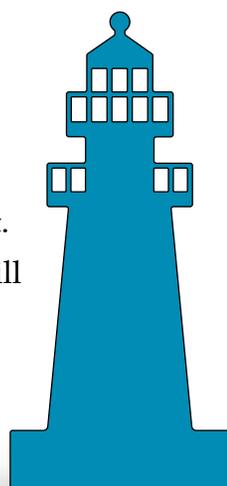
Attend as many Salem’s district and Bates’ events as possible.

Establishing Positive Working Relationships

Students: Set-up weekly meetings with student groups to hear their perspectives about the state of Bates, reflections on teaching and learning and ideas students have for improvement.

Families and Community: Set-up meetings “Munchies with Muñoz” for families through the Parent Outreach Liaison to hear their perspective about Bates, reflections for improvement and to collaboratively design paths toward accelerated improvement.

Teachers and Staff: Establishing a positive relationship with teachers and staff. I will be visible in the hallways and classrooms. I will collaborate with the staff when implementing any initiatives.



Review all materials

Additional reports (i.e. School and District Handbooks, school budget, Strategic Plan, DESE reviews, School Improvement Plan, etc.) These documents must be reviewed and considered as additional sources of data.

Classroom visits

I will visit classes frequently and meet with the teacher within 48 hours to provide feedback. I will schedule opportunities to meet with students and hold conversations with them to better understand their experiences and perspective toward Bates. I also propose conducting learning walks with school staff and district leadership to discuss observations and collect feedback.

Report Back to Community

I will report back to the community what I've learned and summarize the evidence gathered. This will allow me to gauge the audience with the accuracy of my reporting. I envision updating the community in the following forums:

- Formal report to Salem's district leadership team
- Schedule a series of presentations with school-based staff
- Schedule a series of presentations through family engagement meetings

Entry and Decision-making

I fully recognize that I have a lot to learn about Bates. As a leader, I will need to make decisions to move the school forward. Decisions will be made keeping the children at the center and considering what is best for them in close collaboration with the staff and families. Establishing positive relationships and eliciting input from various stakeholders will allow me to make informed decisions based on what is good for children. The school will continue to move forward and my entry will provide a chance for the us to analyze what is working well and what needs to change.

Month	Entry Activities Time Line	Schedule
July	Begin interviews of teachers, support staff, secretary, and custodians	Based on availability of staff
	Schedule meetings with District Liaisons	mid-July
August	Visit community organizations and partners	By the end of August
	Invite teachers and families to an introduction meeting at the school	To be determined
	Conduct interviews of teachers, support staff, secretary, and custodians	To be determined
	Host meet the principal dates	To be determined
September	Conduct interviews with teachers and support staff	Throughout the month
	Visit classrooms weekly and actively participate in instructional lessons	Ongoing
	Participate in weekly Collaborative Inquiry meetings	Weekly
	Schedule Lunch with the principal for groups of students	Weekly
October	Visit classrooms weekly and actively participate in instructional lessons	Ongoing
	Participate in weekly Collaborative Inquiry meetings	Ongoing
	Present trends in the interview data at grade level planning time, lead discussions	Beginning of October
	Present trends in the interview data at Parent meetings, lead discussion	Beginning of October
	Summarize interview data, including input from grade level feedback sessions, and identify a set of priorities for the future work of the school	Professional Development By the end of October
	Revise report with faculty, families, and partners and set a plan for addressing priorities	TBD