

Date:

To: Members of the _____ School District

From: _____ Superintendent

Subject: Entry Plan

During our interviews, it became clear that one of the reasons the ____ school board chose to hire their next superintendent early in the year, was to facilitate a smooth transition from _____ retirement to the new superintendent beginning their duties.

Since you selected me as your new Superintendent, I have prepared an entry plan to guide my activities in the months ahead. This plan has the following goals:

- To get to know the people and programs in School District ____ as fully as possible in a brief period of time;
- To examine the critical issues in the school system's past, in order to determine how such issues were handled and to identify the norms that will affect how the school system may function in the future; and
- To identify the tasks that need to be accomplished, to rank them in order of priority, and to establish how and by whom these tasks should be accomplished.

There are three key elements in the entry plan:

1. Interviews and Feedback Sessions:
 - a) To conduct structured interviews with Board members, Central Office staff, building principals, leaders of employee organizations, and selected community leaders whose positions influence the schools.
 - b) To hold formal feedback sessions with each group to verify the accuracy of the information gathered.
2. Visits to Schools and Organizations:
 - a) To make regular school visits, including two half-day intensive visits to each school planned by the building principal.
 - b) To attend meetings of a variety of school-related and community organizations.
3. Reporting and Follow-through:
 - a) To prepare and disseminate a comprehensive report on the specific issues identified during the entry activities.

b) To develop goals and plans to address areas of significant concern.

I am planning to be at District _____, full-time, beginning the first week of July. Over the first two weeks, I would like to meet with each Board Member individually. I have prepared the attached set of questions that I would like to use to focus our discussion. I would appreciate your taking the time, prior to our interview, to give consideration to those questions that you would like to explore together.

Please be aware that I do not expect that we will have time to discuss all the questions. Any information that you designate as “confidential” during our discussion will be so earmarked and held in strict confidence. Your candor with me, in these sessions, will be most helpful.

_____, my assistant, has my calendar for those weeks. Please contact him/her to schedule an appointment at a mutually convenient time. I have set aside two hours for each appointment.

Thank you, in advance, for your support in this effort. I look forward to talking with you.

Attachment: