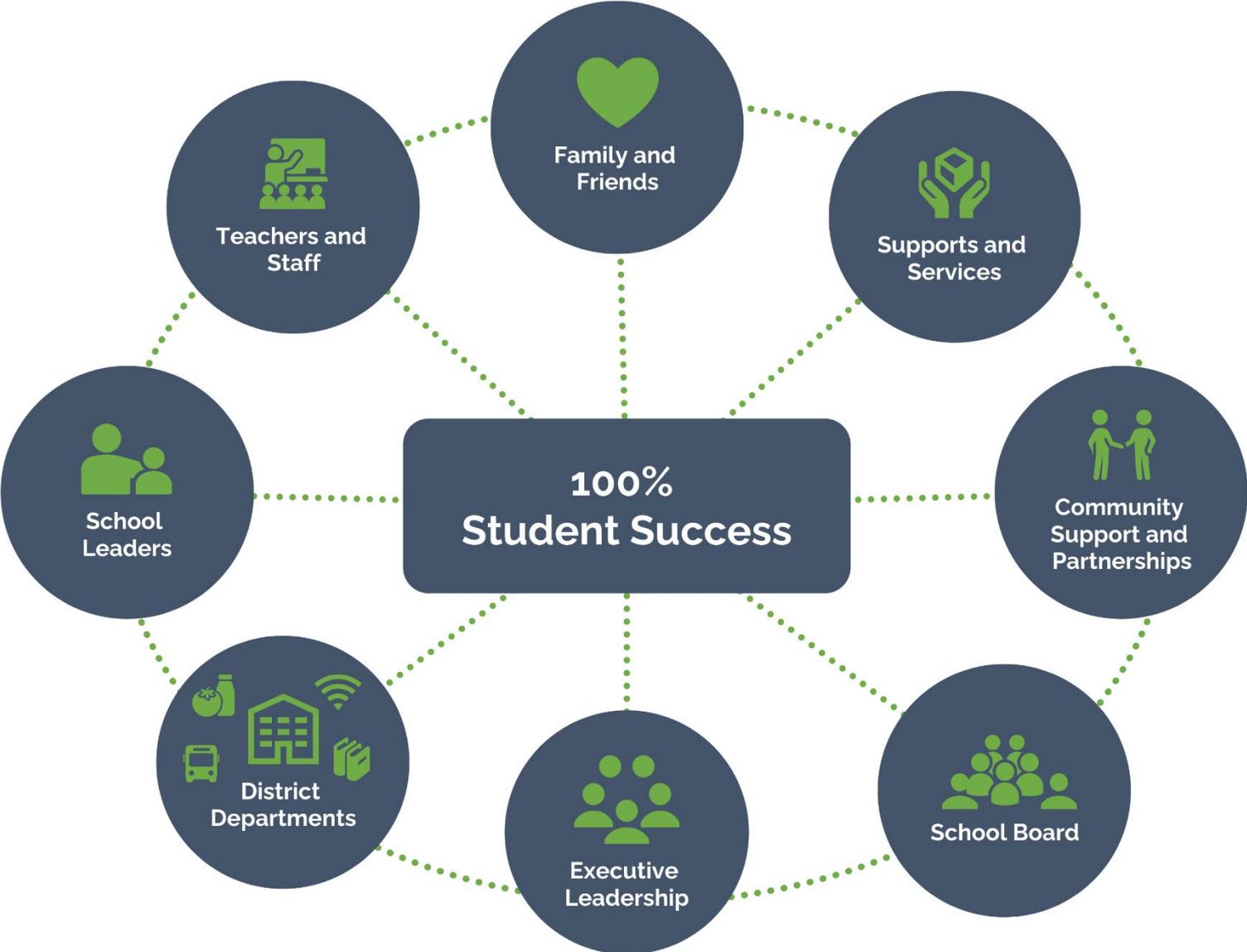


# Kevin K. Hendrick

Pinellas County Schools Superintendent Finalist



## Superintendent Entry Plan

The vision of 100% Student Success takes a leader who can galvanize everyone in our community.

## Introduction

With a 110-year history of excellence, Pinellas County Schools has made remarkable growth and demonstrated incredible success in the last decade, both academically and operationally. It is my privilege to work alongside the Board and the community of Pinellas County to build upon a firm foundation to ensure success for every learner. I firmly believe in building public trust in our schools by working in close partnership with all stakeholders to identify priorities and ensure effective stewardship of resources, designed to deliver educational opportunities and outcomes that all students and families deserve.

To continue the great work of the last decade and bring innovation and new energy for the next ten years, the next superintendent must be an unmistakable fit for the teachers, staff, students and families of Pinellas County. My desire to serve as the next superintendent is profoundly personal. My connections to Pinellas County are deep and my proven ability to yield positive results in our community demonstrates the leadership and innovation needed to lead this district that I am so proud to call home.

This entry plan outlines an initial roadmap that will ultimately be adjusted through collaboration with the Board and insights gathered from stakeholders across the Pinellas County Schools community. The plan begins with listening to stakeholders to cultivate relationships with students, families, teachers, school-based and district staff, business and philanthropic partners and government/elected officials. As I continue to gather insights from our community, I look forward to working closely with the Board to share vision, determine priorities, set clear direction, and put systems in place to ensure strategic execution that is accountable and driven by the needs of our students and staff.

## Pillars and Priorities for Success

Grounded within the District Strategic Plan and in full alignment with the mission and vision of Pinellas County Schools, the three pillars below will guide this entry plan alongside collaboration with the School Board, district staff and insights gained from the community. I believe these are all key to accelerating the positive trajectory for students, schools and this district.



**Academic Excellence and Student Experiences**



**Communication, Collaboration and Culture**



**Strong Partnerships**



## Academic Excellence and Student Experiences

BEST Standards Readiness and Implementation

Successful Transition to New Assessments and Effective Progress Monitoring

Focus on Early Learning and Literacy

Enhanced Strategies to Address Achievement Gaps

Investment in Teacher Development and Training

Increase Student Engagement through Comprehensive Student Experiences which Foster Community and Belonging

Initiate Student Advisory Councils and Engagement Sessions at All Grade Levels

Review Curriculum to Ensure Innovative, Engaging Instruction and Leverage PCS Connects and Level Up Initiatives

Advance Capital Plan for Facilities that Bring the Learning Environment to Life



## Communication, Collaboration and Culture

Cultivate a Culture of Collaboration and Collective Impact within and across District and School-Based Staff

Continuously Recognize the Positive Contributions of All Stakeholders

Remain Steadfast in the Expectation and Support for Healthy, Safe and Rewarding Environments

Deepen Current Systems for Engagement and Feedback at the School and District Levels

Enhance Communication for School and District Activities, Events, Actions and Accomplishments



## Strong Partnerships

Cultivate a Culture of Collective Impact within and across the Community of Pinellas County

Enhance Community Investment in the Education Profession and Support of Public Schools

Meaningfully Engage Parents and Families to Increase Academic Success

Work Closely with the Pinellas Education Foundation to Build Upon Successes over the last Five Years

Build Collective Support and Goal Alignment with Business and Philanthropic Communities

Deepen the Coalition and Partnership with Higher Education

Enhance Systems of Feedback for All Stakeholders

## Personal Goals for the 2022-23 School Year

While this entry plan identifies key levers for a successful transition, in addition to the Pillars for Success, the priorities and actions within this document are guided by these personal goals I have for my first year as Superintendent.

- **Establish Superintendent and School Board Relationship:** Establish a positive and productive relationship with the School Board to sustain a strong governance team committed to the mission, vision and core values of the district which support the success of all students and staff across the county.
- **Update District Strategic Plan:** Leverage the established District Strategic Plan to continue the trajectory of academic and operational success while also assessing current practices and new strategies for implementation which enhance students, family and staff experiences and outcomes.
- **Listen and Learn Sessions:** Promote staff engagement and feedback to inform current ways of work and future initiatives to build a climate of collaboration and collective ownership.
- **Family Engagement:** Connect and cultivate close relationships with students and families to understand their experiences to deepen student and family engagement at every school and in all communities across the district.
- **Establish Trust:** Establish public trust and deepen relationships with external stakeholders and partners including corporate, government, higher education and philanthropic communities.
- **Enhance Communication:** Enhance communication strategies that connect all stakeholders to the district in support timely and accurate information, transparency and increased engagement with Pinellas County Schools.
- **Fiscal Responsibility:** Ensure resource stewardship and capitalize on current fiscal resources available to Pinellas County Schools for innovative programming and supports to mitigate the impacts of COVID-19 for all students.

## Entry Plan High-Level Timeline

- Late May-June**     **Transition: *Organize Entry Processes*.** Review data and begin to engage with the Board, staff and community members to gather insights. The efforts of designing the entry process will be in collaboration with the Board and in alignment with the strategic plan and district expectations to ensure a successful close for the 2021-22 school year.
- July**     **Phase 1: *Gain Insights*.** Onboard and continue gathering insights by meeting with key stakeholders and cultivating relationships across the county. Launch '*Listen and Learn*' sessions with stakeholders. Review and communicate current status and prepare for opening of the school year.
- August**     **Phase 2: *Set Direction and Launch the School Year*.** Synthesize assessment of current state and processes; in partnership with the Board, identify priorities and set clear direction, both immediate and longer-term while ensuring a successful start to the 2022-23 school year.
- Sept-Dec.**     **Phase 3: *Strategic Execution*.** Leverage insights and relationships to strengthen systems and improvement processes which accelerate progress in District Strategic Plan priority areas.

## Entry Plan Alignment

Preliminary action items are organized by phase and embody key steps that I believe to be essential for a successful school year for students and staff as well as those that will establish a solid foundation for my leadership as superintendent. The activities within the Transition period and Phase I are centered on the engagement of stakeholders and review of current systems to determine priorities with Board feedback, which will be shared and executed in Phases 2 and 3.

Additional details will be determined as a result of Board and community stakeholder engagement. Essential areas will be further delineated and updated to ensure alignment with 1) the 2022-23 District Strategic Plan and 2) identified priorities within the previously noted Pillars to ensure a successful first year as superintendent.

## Entry Plan Milestones

Board Member Relationship Building	
Entry Plan Phase	Anticipated Actions
<b>Transition:</b> <i>Organize Entry Processes</i>	<ul style="list-style-type: none"> <li>Engage in 1:1 meetings with each Board member</li> <li>Establish weekly meetings with Board Chair and Vice-Chair</li> <li>Establish regular meetings with Board members</li> <li>Establish communication protocols and norms with the Board</li> </ul>
<b>Phase 1:</b> <i>Gain Insights</i>	<ul style="list-style-type: none"> <li>Engage in 1:1 meetings with each Board member</li> <li>Engage in weekly meetings with Board Chair and Vice-Chair</li> <li>Refine communication protocols and norms with the Board</li> <li>Develop a plan for Board retreats and/or Master Board training</li> </ul>
<b>Phase 2:</b> <i>Set Direction and Launch the School Year</i>	<ul style="list-style-type: none"> <li>Engage in weekly meetings with Board Chair and Vice-Chair</li> <li>Engage in regularly scheduled meetings with Board members</li> <li>Utilize established communication protocols and norms to ensure refinement, as needed</li> <li>Determine measures of success for the first year as superintendent</li> </ul>
<b>Phase 3:</b> <i>Strategic Execution</i>	<ul style="list-style-type: none"> <li>Finalize first-year measures of success</li> <li>Engage in weekly meetings with Board Chair and Vice-Chair</li> <li>Engage in regularly scheduled meetings with Board members</li> <li>Onboard new Board Members through 1:1 meetings</li> <li>Utilize established communication protocols and norms to ensure refinement, as needed</li> <li>Develop plan for Board retreat in January/February</li> </ul>

District Strategic Plan Development	
Entry Plan Phase	Anticipated Actions
<b>Transition:</b> <i>Organize Entry Processes</i>	<ul style="list-style-type: none"> <li>Review District Strategic Plan with executive staff with a focus on priorities, implementation, milestones and reporting</li> <li>Assess and identify areas to enhance plans for academic and operational excellence as well as student experiences for the 2022-23 school year</li> </ul>
<b>Phase 1:</b> <i>Gain Insights</i>	<ul style="list-style-type: none"> <li>Work with the Board, Strategy and Impact team and staff to make preliminary updates to the District Strategic Plan which reflect initial enhancements for the 2022-23 school year</li> <li>Content changes for the 2022-23 school year may be minimal as it will serve as both an analysis period for larger modifications in the 2023-24 plan and a baseline year for statewide student assessments</li> </ul>
<b>Phase 2:</b> <i>Set Direction and Launch the School Year</i>	<ul style="list-style-type: none"> <li>Based on Board feedback and insights gained from stakeholder engagement efforts, refine updates to the District Strategic Plan for the 2022-23 school year</li> </ul>
<b>Phase 3:</b> <i>Strategic Execution</i>	<ul style="list-style-type: none"> <li>Finalize District Strategic Plan and School Improvement Plans for the 2022-23 school year for Board approval (first Board Meeting in September)</li> <li>Ensure divisional plans are in place to deliver on strategic plan priority areas</li> <li>Commence in strategic execution, progress monitoring and adjustment to meet goals</li> </ul>

<b>Staff Engagement</b>	
<b>Entry Plan Phase</b>	<b>Anticipated Actions</b>
<b>Transition:</b> <i>Organize Entry Processes</i>	<ul style="list-style-type: none"> <li>● Begin initial engagement with teachers, principals, support and district staff from across the district</li> <li>● Arrange introductory meetings with leaders of all collective bargaining units</li> <li>● Develop staff engagement plan designed to gather meaningful input and share timely information across all schools and departments</li> </ul>
<b>Phase 1:</b> <i>Gain Insights</i>	<ul style="list-style-type: none"> <li>● Conduct informal site visits at summer programming locations and departments across the district to meet with and hear from staff</li> <li>● Utilize feedback from site visits and staff sessions to refine staff engagement plan designed to gather meaningful input and share timely information across all schools and departments</li> <li>● Host a Leadership Summit at the end of July which unites school and district leaders around district core values and sets the initial vision and direction for the 2022-23 school year</li> </ul>
<b>Phase 2:</b> <i>Set Direction and Launch the School Year</i>	<ul style="list-style-type: none"> <li>● Conduct ‘Welcome Back’ activities across all schools and departments to share vision and direction for school year while also building culture of collaboration and collective impact for all staff members</li> <li>● Conduct informal school visits across the district to meet with and hear from staff and students</li> <li>● Utilize feedback from site visits and staff sessions to refine a staff engagement plan designed to gather meaningful input and share timely information across all schools and departments</li> </ul>
<b>Phase 3:</b> <i>Strategic Execution</i>	<ul style="list-style-type: none"> <li>● Implement staff engagement plan to provide continued communication and engagement with all staff</li> <li>● Continue informal school visits across the district to meet with and hear from staff and students</li> <li>● Begin monthly school and district leadership meetings that embed engagement experiences focused on core values and strategic priorities.</li> </ul>

Partnership Engagement	
Entry Plan Phase	Anticipated Actions
<b>Transition:</b> <i>Organize Entry Processes</i>	<ul style="list-style-type: none"> <li>● Attend district and community events to engage with students, families and community (at-large)</li> <li>● Develop a communication strategy designed to reach all stakeholder groups and establish a cadence for ongoing communication to begin on July 1</li> <li>● Begin initial engagement meetings with community leaders and district partners. Examples of such meetings may include: <ul style="list-style-type: none"> <li>○ Pinellas Education Foundation</li> <li>○ Pinellas County Council of PTAs</li> <li>○ Government partner agencies</li> <li>○ COQEBS</li> <li>○ Juvenile Welfare Board</li> </ul> </li> </ul>
<b>Phase 1:</b> <i>Gain Insights</i>	<ul style="list-style-type: none"> <li>● Continue to attend district and community events to engage with students, families and community (at-large)</li> <li>● Implement communication strategy designed to reach all stakeholder groups and establish cadence for ongoing communication</li> <li>● Continue engagement meetings with community leaders and district partners</li> <li>● Deploy stakeholder <i>Listen and Learn</i> sessions that center around the seven Strategic Goals within the District Strategic Plan to be implemented throughout the summer and fall</li> <li>● Draft advisory council structures</li> </ul>
<b>Phase 2:</b> <i>Set Direction and Launch the School Year</i>	<ul style="list-style-type: none"> <li>● Continue to attend district and community events to engage with students, families and community (at-large)</li> <li>● Continue implementation of communication strategy designed to reach all stakeholder groups and refine based on initial feedback</li> <li>● Continue engagement meetings with community leaders and district partners</li> <li>● Continue stakeholder <i>Listen and Learn</i> sessions that center around the seven Strategic Goals within the District Strategic Plan to be conducted throughout the fall</li> <li>● Gather feedback regarding advisory council approaches</li> </ul>
<b>Phase 3:</b> <i>Strategic Execution</i>	<ul style="list-style-type: none"> <li>● Continue to attend district and community events to engage with students, families and community (at-large)</li> <li>● Continue implementation of communication strategy designed to reach all stakeholder groups and refine based on initial feedback</li> <li>● Continue engagement meetings with community leaders and district partners</li> <li>● Complete stakeholder <i>Listen and Learn</i> sessions that centers around the seven Strategic Goals within the District Strategic Plan and synthesize insights gained to be shared with Board at the retreat</li> <li>● Begin implementation of Advisory Councils</li> <li>● Execute feedback loops and establish/maintain collaborative partnerships to advance the goals of the district assuring appropriate input and ongoing, two-way engagement between the district and our diverse stakeholders</li> </ul>

Operational Review	
Entry Plan Phase	Anticipated Actions
<b>Transition:</b> <i>Organize Entry Processes</i>	<ul style="list-style-type: none"> <li>● Establish transition meetings with Dr. Grego and Executive Leadership Team members</li> <li>● Review current staffing, organizational charts and succession planning for all schools and district divisions</li> <li>● Review FY 23 operating budget planning status for all divisions with alignment to all grant allocations (e.g., ESSER II, ARP, IDEA, Title I/II/III/IV, etc.) and capital plans</li> <li>● Meet with district bargaining team to review plan for collective bargaining for the 2022-23 school year</li> <li>● Review any current audit findings and plan/progress for correction</li> </ul>
<b>Phase 1:</b> <i>Gain Insights</i>	<ul style="list-style-type: none"> <li>● Establish regular meetings with executive leadership team members and critical project leaders to ensure plans are in place and prioritized</li> <li>● Work with the executive leadership team to update and align the FY 23 operating budget for presentation to the Board and public, in accordance with all state timelines</li> <li>● Support the collective bargaining efforts for the 2022-23 school year</li> </ul>
<b>Phase 2:</b> <i>Set Direction and Launch the School Year</i>	<ul style="list-style-type: none"> <li>● Continue regular meetings with executive leadership team members and critical project leaders to ensure successful execution and adjustment</li> <li>● Work with the executive leadership team to refine and align the FY 23 operating budget for presentation to the Board and public, in accordance with all state timelines</li> <li>● Support the collective bargaining efforts for the 2022-23 school year</li> </ul>
<b>Phase 3:</b> <i>Strategic Execution</i>	<ul style="list-style-type: none"> <li>● Continue regular meetings with executive leadership team members and critical project leaders to ensure successful execution and begin progress monitoring processes</li> <li>● Finalize the FY 23 operating budget for presentation to and approval by the Board, in accordance with all state timelines (first meeting in September)</li> <li>● Anticipated completion (by October) of collective bargaining efforts for the 2022-23 school year for Board approval</li> <li>● Progress monitor spending of operating, grant and capital funds to ensure effective programming, fiscal stewardship, and transparency</li> </ul>

2022-23 School Year Readiness	
Entry Plan Phase	Anticipated Actions
<b>Transition:</b> <i>Organize Entry Processes</i>	Review summer and school year readiness plans with executive staff with a focus on priorities, implementation, milestones and reporting to ensure readiness including: <ul style="list-style-type: none"> <li>● Hiring plans for critical school-based and district positions are prioritized</li> <li>● All instructional and operational purchases for summer and school year needs are planned for timely delivery and distribution</li> <li>● Transportation routing is underway for the school year to be communicated to families in a timely manner</li> <li>● Facility readiness procedures (construction and cleanliness standards) are in-progress</li> <li>● Staff professional development session in-progress with districtwide schedule coordinated across divisions/departments</li> </ul>
<b>Phase 1:</b> <i>Gain Insights</i>	Progress monitor summer and school year readiness plans with executive staff with a focus on priorities, implementation, milestones and reporting to ensure readiness including: <ul style="list-style-type: none"> <li>● Hiring plans being implemented with staffing on-track for all school-based positions and critical district positions</li> <li>● All instructional and operational items are purchased with delivery dates which allow for timely distribution.</li> <li>● PCS Connects device deployment plans in place at all schools in coordination with TIS</li> <li>● Transportation routing to be communicated to families by July 30</li> <li>● Facility readiness procedures (construction and cleanliness standards) are nearing completion with site visits conducted for any facility determined to be off-track</li> <li>● Staff professional development fully ready with plan for feedback following districtwide and school-based sessions</li> </ul>
<b>Phase 2:</b> <i>Set Direction and Launch the School Year</i>	<ul style="list-style-type: none"> <li>● Progress monitor school year readiness plans with executive staff with a focus on priorities, implementation, milestones and reporting to ensure readiness including:               <ul style="list-style-type: none"> <li>○ Hiring plans being implemented with staffing on-track for all school-based positions and critical district positions</li> <li>○ Ensure academic planning and master schedules are maximized for academic success and closing of achievement gaps</li> <li>○ PCS Connects device deployment plans completed at all schools in coordination with TIS</li> <li>○ Transportation routing is completed, and dry runs scheduled in preparation for opening day</li> <li>○ Facility readiness procedures (construction and cleanliness standards) complete with site visits conducted</li> <li>○ Staff professional development implemented with feedback following districtwide and school-based sessions</li> </ul> </li> <li>● Conduct review of school opening to inform improvements to be made throughout the school year and for future years' readiness efforts</li> </ul>
<b>Phase 3:</b> <i>Strategic Execution</i>	Initiate school-year progress monitoring and support processes with staff to ensure a focus on implementation, milestones, results and reporting/communication

Teaching and Learning Division Transition and Support	
Entry Plan Phase	Anticipated Actions
<b>Transition:</b> <i>Organize Entry Processes</i>	<ul style="list-style-type: none"> <li>● Maintain high levels of support to ensure transition does not impede current work</li> <li>● Meet with each department lead (Executive Directors/Directors) to develop transition plans for support and operational continuity</li> </ul>
<b>Phase 1:</b> <i>Gain Insights</i>	<ul style="list-style-type: none"> <li>● Identify acting executive for Teaching and Learning</li> <li>● Continue to meet with each department lead (Executive Directors/Directors) alongside the acting executive to support transition plans for support and operational continuity</li> </ul>
<b>Phase 2:</b> <i>Set Direction and Launch the School Year</i>	<ul style="list-style-type: none"> <li>● Meet weekly with the acting executive for Teaching and Learning</li> <li>● Meet with each department lead (Executive Directors/Directors) alongside the acting executive to support transition plans for support and operational continuity, as needed</li> <li>● Develop hiring plan for Associate Superintendent, Teaching and Learning Services</li> </ul>
<b>Phase 3:</b> <i>Strategic Execution</i>	<ul style="list-style-type: none"> <li>● Hire Associate Superintendent, Teaching and Learning Services</li> <li>● Develop onboarding and support plan for Associate Superintendent to ensure a seamless transition and continued trajectory of success</li> </ul>

