



LAGUNA BEACH UNIFIED SCHOOL DISTRICT

# SUPERINTENDENT'S ENTRY PLAN

2016-2017 School Year



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# INTRODUCTION



I am incredibly honored to serve as the Superintendent of the Laguna Beach Unified School District and look forward to working with you to ensure that every student is prepared and that we “accept no limits on potential!” Laguna Beach Unified School District is, and has been, recognized as a top performing district in Orange County, the state of California, and the nation. For years, I have paid close attention to the District’s academic, artistic, and athletic achievements and awards and I am absolutely thrilled to call Laguna Beach Unified School District my new home.

The District’s Mission is for each student to gain the knowledge, experience, world perspectives, and skills needed to become a lifelong learner and producer in a competitive and interconnected world. Our Strategic Goals are focused on Achievement, Culture, Learning Environments, High Performing Staff, and Fiscal Responsibility. I embrace the mission and goals and know that we must all work together as a community of learners to ensure that all students attain the learning outcomes that we have established for them.

In an effort to learn more about the District’s significant strengths and challenges, and to build upon our shared vision for the future, it is important that I provide a clear and transparent entry plan that explains the goals, objectives and activities of my early work in LBUSD. The insights that I gain during this process will help us make informed decisions that allow us to build upon the foundation of excellence that already exists, while finding strategic ways to ensure that we find ways to continuously improve.

I welcome the opportunity to collaborate with you on the implementation of this entry plan and am excited for the potential of our joint efforts as we expand upon what our District does best - taking ownership of each child’s learning in our schools, accepting no limits on potential.

Sincerely,

A handwritten signature in black ink, appearing to read "Jason Vioria".

Jason Vioria, Ed.D.  
Superintendent of Schools

# GOALS

## **GOAL 1 - Establish a collaborative, positive, and productive working relationship with the LBUSD Board of Education that ensures a collaborative Governance Team with a common, united purpose.**

1. Work collaboratively with the Board in developing a cohesive and effective governance team to ensure the academic, social, and emotional growth of all students.
2. Identify and implement effective communication practices and protocols between the Board and the Superintendent in order to establish a strong working relationship with each individual member of the Board.

## **GOAL 2 - Learn about the current instructional practices/initiatives, guidance program, curricular programs and achievement within the District.**

1. Understand current strategies, strengths, and opportunities for improvement in the District's instructional program and guidance program.
2. Assess and monitor student intervention systems and employee professional growth opportunities to ensure students and teachers/staff are receiving the necessary support.
3. Understand the alignment of standards, curriculum, assessments, and professional development to ensure rigorous instructional practices throughout the entire district that meets the instructional needs of all students.

## **GOAL 3 - Establish trust and confidences through open and honest communication and positive relationships among stakeholder groups.**

1. Communicate and model the District's vision focused on improving the academic achievement of all students.
2. Increase my personal knowledge and understanding of the Laguna Beach Unified School District and Laguna Beach community.
3. Nurture a positive, professional, and collaborative relationship with professional associations and labor groups.
4. Establish positive and productive working relationships with district leaders and other leaders within the community of Laguna Beach.
5. Increase opportunities to promote the District's Continuous Improvements efforts within the community and enhance advocacy for the District's vision and mission.
6. Determine the effectiveness of district communication, both internal and external.

## **GOAL 4 - Ensure District-wide fiscal and overall organizational health.**

1. Determine "where are we, where we need to go" in terms of each department within the organization to ensure our work supports our student-focused agenda.
2. Understand current organizational systems and structures.
3. Increase personal knowledge of the District's budget and financial portfolio.
4. Establish a strong and focused District leadership team.
5. Review the overall Facilities Master Plan to better understand our long term project goals.
6. Develop a process that focuses on continuous improvement for each staff member.

## **GOAL 5 - Establish a supportive, positive District climate and culture to implement the District's vision.**

1. Establish positive relationships with District leadership and school level staff.
2. Communicate with parents and encourage positive partnerships on behalf of students.
3. Establish and maintain connections with the political leadership in the city and county in order to establish clear lines of communication, advocacy, and support for the District's students.

# GOAL #1



Establish a collaborative, positive, and productive working relationship with the LBUSD Board of Education that ensures a collaborative Governance Team with a common, united purpose.

## OBJECTIVES

1. Work collaboratively with the Board in developing a cohesive and effective governance team to ensure the academic, social, and emotional growth of all students.
2. Identify and implement effective communication practices and protocols between the Board and the Superintendent.

## ACTIVITIES

1. Share Superintendent's Entry Plan with the Board President and each Trustee for feedback and suggestions.
2. Participate in a Board Workshop to develop a clear understanding of protocols, practices, responsibilities, expectations, and communication systems to promote an effective and efficient Board-Superintendent working relationship.
3. Establish regular one-on-one meetings with individual Trustees in order to broaden perspectives on issues associated with district operations (weekly or as often as desired).
4. Establish regular meeting times with the Board President for reviewing board meeting agendas and for discussing district matters.
5. Collaborate with the Board to establish the Superintendent evaluation process, procedures, timelines, and goals.
6. Review Board Policies and Administrative Regulations.

# GOAL #2



Learn about the current instructional practices/initiatives, guidance program, curricular programs and achievement within the District.

## OBJECTIVES

1. Understand current strategies, strengths, and opportunities for improvement in the District's instructional program and guidance program.
2. Assess and monitor student intervention systems and employee professional growth opportunities to ensure students and teachers/staff are receiving the necessary support.
3. Understand the alignment of standards, curriculum, assessments, and professional development to ensure rigorous instructional practices throughout the entire district that meets the instructional needs of all students.

## ACTIVITIES

1. Meet with the current Assistant Superintendent of Instruction and Principals to discuss the performance of our schools to assess the identified areas of success as well as areas for improvement including reviewing the quality of actions proposed for continuous improvement of our schools.
2. Meet with Director of Special Education to review and discuss the guidance plan to identify any necessary steps needed to continue to support students and staff.
3. Meet with LaBUFA Board to collaborate on areas for continuous improvement and how best to utilize instructional resources.
4. Complete visits to all District classrooms to observe instruction and validate practices.
5. Review student data for all populations (SBAC, AP, SAT, ACT, CDE Data).
6. Hire a new Assistant Superintendent of Instruction.

# GOAL #3



Establish trust and confidences through open and honest communication and positive relationships among stakeholder groups.

## OBJECTIVES

1. Communicate and model the District's vision focused on improving the academic achievement of all students.
2. Increase my personal knowledge and understanding of the Laguna Beach Unified School District and community including its culture, traditions, and history.
3. Establish a positive, professional, and collaborative relationship with professional associations and labor groups.
4. Establish positive and productive working relationships with district leaders and other leaders within the community of Laguna Beach.
5. Increase opportunities to promote the District's Continuous Improvements efforts within the community and enhance advocacy for the District's vision and mission.

## ACTIVITIES

1. Conduct "Listen and Learn" meetings with business leaders, civic leaders, political leaders, Police and Fire Chiefs, educational leaders and other stakeholders as appropriate.
2. Conduct Learning Walks at all four schools and meet with students, teachers, principals, and employee groups.
3. Establish regular check-in meetings with labor associations to continue ongoing discussions of items.
4. Attend and participate in city events, as appropriate.
5. Conduct "Listen and Learn" meetings with parent organizations (SchoolPower, PTA, etc) and schedule regular sessions for continued conversations and collaboration.

# GOAL #4



## Ensure District-wide fiscal and overall organizational health.

### OBJECTIVES

1. Determine "where are we, where we need to go" in terms of each department within the organization to ensure our work supports our student-focused agenda.
2. Understand current organizational systems and structures.
3. Increase personal knowledge of the District's budget and financial portfolio.
4. Establish a strong and focused District leadership team.
5. Review the overall Facilities Master Plan to better understand the long term project goals and needs.
6. Develop a process that focuses on continuous improvement for each staff member.

### ACTIVITIES

1. Establish and schedule to meet with all administrators and key staff.
2. Ensure that Board agenda items are presented in a clear and understandable manner by staff.
3. Review all critical LBUSD documents, including the following:
  - Board policies and administrative regulations, District goals and objectives
  - Collective bargaining agreements
  - Local Control Accountability Plan (including Site Single Plans for Student Achievement)
  - Employee handbooks
  - Student achievement data by school
  - Financial projections and budget processes
  - Legal proceedings and settlements
  - Accountability plans and processes
  - Facilities utilization, plans, and projects, safety and emergency plans
  - Request an assessment of current status from each major division, an analysis of the critical work priorities for the upcoming year, and the proposed plan of action for each.
4. Develop and implement management evaluation tools based on leadership standards, utilizing a growth

# GOAL #5



Establish a supportive, positive District climate and culture to implement the District's vision.

## OBJECTIVES

1. Establish positive relationships with district leadership and school level staff.
2. Communicate with parents and encourage positive partnerships on behalf of students.
3. Establish and maintain connections with the political leadership in the city and county in order to establish clear lines of communication, advocacy, and support for the District's students.

## ACTIVITIES

1. Utilize the Laguna Beach Unified School District's Vision, Board Interests and Goals to message and continue to promote the amazing work of our District students, staff and partnerships.
2. Assess and determine the critical next steps and an achievable implementation plan for the Board's Interests and Goals.
3. Spend time attending various events in the community to better identify the culture of Laguna Beach Unified School District and to become a visible and well connected leader within the community.
4. Know each employee by name.
5. Provide presentations to various internal and external groups to communicate the District's vision and plan for continued improvement.