Entry Plan
Washington High School
Dr. Carlos C. Grant

Introduction

Born in Winston-Salem, NC and raised in Columbia, South Carolina, I received a Bachelor’s Degree in Biology Education from SC State University, Masters of Education (MEd) in Educational Leadership from Winthrop University, and Educational Doctorate (Ed D) in Educational Leadership and Superintendency from the University of North Carolina-Charlotte. I have over 17 years of experience in the educational field to include being a high school science teacher, Assistant Principal in Charlotte Mecklenburg Schools, Academic Director of York Preparatory Academy (K-12 public, charter school).

My most recent work in Cedar Rapids includes being Principal of Metro High School and Executive Director for Personalized Learning, Middle Education & Partner Development. My vision for Metro High was centered on three key areas: (1) 21st century technology, (2) boundary-free collaboration, and (3) “outside the box” flexibility. This vision included a redesign of the learning environment that included creating more options for post-secondary education. This includes exposing students to 21st century technology will better prepare them for building trade, signatory contractor, and other STEAM related careers. My work as Executive Director for Personalized Learning, Middle Education & Partner Development includes supervision of all services and programs for personalized learning and middle school education in the Cedar Rapids Community Schools and for all instructional services provided in partner-based programs.

Being an educational champion is the primary focus of my daily approach to most things in my life. I deeply believe that we have a responsibility to prepare citizens with the ability to thrive in this world. I have a personal mission to aid in reversing the systematic cycles of poverty which is the source of many social ills. It is life or death for many of our students in this country, and I believe that education is the new currency. My purpose in life is to stand in the gap for our children and prevent systemic failures from giving them high level access to opportunities.

I reside in Marion, IA with my wife (Michelle) and two wonderful children, Cameron (11) and Cayden (9). Beyond being an avid golfer and reader, I spend a tremendous amount of time in community activism through his involvement with a variety of groups to include the Metro North Rotary, Iowans for Gun Safety, Cedar Rapids Safe, Equitable, and Thriving Task Force and Big Brothers Big Sisters.

This is a preliminary Entry Plan that provides an idea of how I plan to operate during my first ninety days as Interim-Principal of Washington High. This plan may change as I learn more about the school, and surrounding community.
Leadership Entry Plan 2016-2017

Since it opened its doors in 1957, Washington High School has grown to be a perennial provider of high quality instruction. “Our school believes that all students should prepare for post-secondary education and should pursue the most rigorous academic programs in high school that they can successfully handle. Washington provides a wide array of academic awards to encourage academic achievement from all students. At Washington High School, we celebrate the rich diversity that characterizes our school community.”

A number of co-curricular activities are offered at Washington and students are strongly encouraged in co-curricular participation with more than two dozen clubs available to for students. Washington High School has a strong community support system anchored by four parent based groups. The Parent Teacher Association, Washington Athletic Club, Patrons of the Performing Arts, and Friends of Forensics all provide extensive support.

Washington High is an important staple in the greater Cedar Rapids community. As such, students are groomed by the vision of its leaders. It is important to know that we share in this aim. This will require a community focused on inspiring all members to grow academically, socially, and emotionally within a safe, caring, and nurturing environment. In challenging students and staff toward excellence, we support a collaborative and cooperative school striving for enthusiasm and joy in learning. We are respectful of the vast diversity of individuals and groups, and teach the values of our democratic society. Kindness, respect, honesty, and cooperation are central to our success as a community of learners.

This Entry Plan provides an overview of how I will operate during the first ninety days at Washington High. This plan may change as I learn more about the school and broader Warrior community. It consists of three primary goals, each with specific audiences. They all revolve around learning and understanding the established culture at Washington in order for me to make informed and strategic decisions. This involves meeting with key stakeholders to include staff, parents, students, and community members. They also involve strategic planning. Our school is going through a metamorphic stage in leadership and it is my desire that we work diligently to maintain the rich traditions while still focusing on school improvement efforts.

Action and evaluation will occur throughout this plan. As with any improvement plan, frequent and intentional review of key metrics are needed to formatively assess our progress. I look forward to working with everyone at Washington High and Cedar Rapids Community School District.

Goals

- Goal 1: Establish and nurture positive and productive relationships with the members of the Washington High School family in order to better understand the history, norms, values and traditions of the school community-at-large.
- Goal 2: Establish a foundation for continuous school improvement by identifying strengths and opportunities of the school and school community and create systems to that support a thriving and successful learning community.
- Goal 3: Rally the Washington High School Family towards achieving goals outlined in organization’s Theory of Action
**Goal 1:** Establish and nurture positive and productive relationships with the members of the Washington High School family in order to better understand the history, norms, values and traditions of the school community-at-large.

**Objective A:** Establish and nurture positive and productive relationships with the members of Washington High staff members.

<table>
<thead>
<tr>
<th>Actions for Accomplishing Objectives</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Meet with current Administration and Building Leadership Team</td>
<td>August – September 2016</td>
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<tr>
<td>Meet with Front Office staff</td>
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<tr>
<td>Meet with financial secretary/bookkeeper</td>
<td>August 22, 2016</td>
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<tr>
<td>Communicate the Interim Principal Entry Plan to staff members (via e-mail and posted on school website)</td>
<td>August 19, 2016</td>
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<tr>
<td>Review of the Master Schedule with administrative team</td>
<td>August 19, 2016</td>
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<tr>
<td>Review the School Improvement Plan with Building Leadership Team</td>
<td>August 2016</td>
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<tr>
<td>Host first formal staff meetings</td>
<td>August – October 2016</td>
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<tr>
<td>• Getting-to-Know You Activities</td>
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<td>• Develop Norms and “Essential Agreements” for staff expectations</td>
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<td>• Theory of Action Professional Learning</td>
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<td>• Instructional and Non-Instructional Duties</td>
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<td>• Instructional Support</td>
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<td>• Master Schedule</td>
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<td>• Curriculum Mapping</td>
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<tr>
<td>Attend planning PLC with certified staff members</td>
<td>August 2016 - May 2017</td>
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<tr>
<td>Active participant in weekly Observation/Co-planning for instructional staff.</td>
<td>August 2016 – May 2017</td>
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<tr>
<td>Send weekly newsletters to staff with updates, events, celebrations and “family news”.</td>
<td>August 2016 – May 2017</td>
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<tr>
<td>Learn and adapt to norms around staff recognition traditions.</td>
<td>August 2016 – May 2017</td>
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**Objective B:** Establish and nurture relationships with the Washington High student body.

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<thead>
<tr>
<th>Actions for Accomplishing Objectives</th>
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<tbody>
<tr>
<td>Meet with student leadership groups</td>
<td>August – September 2016</td>
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<tr>
<td>Meet with representatives of Senior student body</td>
<td>September 2016</td>
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<tr>
<td>Send SchoolMessenger to all staff, parents and students.</td>
<td>August 2016</td>
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<tr>
<td>Host Family Meet and Greet Night</td>
<td>August 18, 2016</td>
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<tr>
<td>Host student assemblies</td>
<td>August 2016 – September 2016</td>
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<tr>
<td>• Establishment of norms and “essential agreements”</td>
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<td>• Vision articulation</td>
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<td>• Beginning of the year motivational rally</td>
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<tr>
<td>Provide visible presence on morning announcements and set expectations for the morning “ritual” (Based on established culture)</td>
<td>August 2016 – May 2017</td>
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<tr>
<td>Interact with and supervise students during morning drop-off and afternoon dismissal, in classrooms, during transitions, lunch time, recess, sporting events, fine arts performances, etc.</td>
<td>August 2016 – May 2017</td>
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**Objective C:** Establish and nurture positive and productive relationships with the members of Washington High School parent community.

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<tr>
<th>Actions for Accomplishing Objectives</th>
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<tr>
<td>Initial meetings with PTA, Fine Arts Boosters, Athletic Boosters executive boards and general membership</td>
<td>August 2016 – September 2016</td>
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<tr>
<td>Participate in parent events (PTA meetings, etc.).</td>
<td>September 2016 – May 2017</td>
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<tr>
<td>Send School Messenger message in English and Spanish to all staff, parents and students.</td>
<td>August 31, 2016</td>
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<tr>
<td>Post introductory letter and Principal Entry Plan on Website</td>
<td>August 31, 2016</td>
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<tr>
<td>Ensure Events Calendar is published</td>
<td>August 18, 2016</td>
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<tr>
<td>• Student Lead Conferences</td>
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<td>• PTA Sponsored Events</td>
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<td>• Iowa Assessment Parent Night(s)</td>
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<tr>
<td>• Curriculum Nights Fundraising Events (Pictures, etc.)</td>
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<tr>
<td>Host Parent Coffees Monthly beginning September 2016</td>
<td>September 2016 – May 2017</td>
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<tr>
<td>Host Family Meet and Greet Night with the Interim-Principal</td>
<td>September 2016-January 2017</td>
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**Goal 2: Establish a foundation for continuous school improvement by identifying strengths and opportunities of the school and school community and create systems to that support a thriving and successful learning community.**

**Objective A:** Identify Washington High’s strengths and targeted areas of opportunities for growth in the areas of curriculum and instruction and define systems and practices for sustainable and continuous improvement.

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<th>Actions for Accomplishing Objectives</th>
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<tbody>
<tr>
<td>Establish meeting schedule with the Building Leadership Team</td>
<td>August 2016</td>
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<tr>
<td>Meet with the administrative team to discuss instructional leadership parameters</td>
<td>August 2016</td>
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<td>• Observation /Co-Plan</td>
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<td>• Evaluation Schedule</td>
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<td>• Climate survey feedback</td>
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<tr>
<td>• Student achievement data (formative &amp; summative)</td>
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<tr>
<td>Establish meeting schedule with Learning Supports Team</td>
<td>August 2016</td>
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<tr>
<td>• Iowa Assessment Data (disaggregated by sub-groups)</td>
<td></td>
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<tr>
<td>• Learning Supports Database: (disaggregated by sub-groups)</td>
<td></td>
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<tr>
<td>• Attendance data</td>
<td></td>
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<tr>
<td>• Office Referrals, Suspension and Expulsion data</td>
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Goal 3: Rally the Washington High School Family towards achieving goals outlined in organization’s Theory of Action

**Objective A:** Develop systems for on-going communication between all members of the Washington High family focusing on revisiting the shared vision, collaborative efforts, celebration of individual and corporate successes, intervention as necessary and maintaining momentum

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<th>Actions for Accomplishing Objectives</th>
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<tbody>
<tr>
<td>Align to and maintain current forms of communication for timeliness, precision, and accuracy</td>
<td>August 2016 – May 2017</td>
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<tr>
<td>- School Messenger messages</td>
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<td>- School Newsletters</td>
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<td>- Student Agendas</td>
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<td>- Parent Conferences</td>
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<td>- School Meetings and Focus Groups</td>
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<td>- P.T.A. and Boosters</td>
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<td>- Building Leadership Team</td>
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<td>- Quarterly “State of the School” addresses and Benchmark Reports</td>
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<tr>
<td>Align to, maintain, or establish new forms of systems and expectations for collaboration between members of the Washington family</td>
<td>August 2016 – May 2017</td>
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<tr>
<td>- Daily collaborative planning sessions</td>
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<td>- School Boosters and P.T.A.</td>
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<tr>
<td>- Building Leadership Team</td>
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<tr>
<td>- Parent Conferences</td>
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<tr>
<td>Align to, maintain or establish systems for celebrating success</td>
<td>August 2016 – May 2017</td>
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<tr>
<td>- Student Recognition</td>
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<td>- Staff Recognition</td>
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<td>- Parent and Volunteer Recognition</td>
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<td>- Diversity Celebrations</td>
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