

# **Friends School of Baltimore**



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**Interim Assistant Principal, Lower School, Pre-Primary  
Division,**

**Friends School of Baltimore**

**June 2016**

## **Part I: Introduction and Rationale**

Dear Friends,

I am excited and honored to join Pre-Primary as your interim assistant principal. I have been privileged to grow as an educator in our community for the past eleven years and look forward to this new learning journey. Although I will now be in a new role, I know my experience as a member of our community for the past eleven years will serve as a strong foundation to further my growth and support all members of our school.

I have been inspired by all of you every single day and I look forward to continuing to learn together as a community. As your interim assistant principal, I promise to listen, to collaborate, and to do my best to inspire and motivate each and every member of our community to seek their truths. We are so blessed to have Quaker values as the moral fabric of our educational community, and I believe this truly makes our students the answers to what our world needs.

This Entry Plan is a tool to help me listen and learn. I look forward to getting to know Friends in a deeper and different way. I am open to receiving feedback from all members of our community and I look forward to it. I believe the core foundation of a successful school is the trust between its members. I also know that all relationships take work and commitment. I promise to care for and attend to our relationship by not taking it for granted. I believe in joy, and passion and having fun. I believe in each and every single one of us as incredibly gifted and talented educators, but our strength lies in who we are as a whole community.

I cannot wait for the year to begin and look forward to seeing everyone over the summer and in the fall!

### **Goals:**

1. Support all goals and initiatives set forth by Michelle Holland, Principal of Lower School.
2. Establish and nurture positive and productive relationships with the members of the Pre-Primary Friends School family in order to better understand the history, norms, values and traditions of the Pre-Primary division and how it fits into the school community-at-large.
3. Establish a foundation for continuous school improvement by identifying strengths and opportunities for growth for our Pre-Primary division and school community as a whole.
4. Collaboratively develop and communicate a clear vision for teaching and learning specifically in the Pre-Primary division grounded in Quaker values, research-based

outcomes and supported by data and feedback from faculty, parents, community-based partners, and students.

5. Inspire and motivate the Pre-Primary Friends School community towards achieving goals that support the mission and philosophy of our school through:

- ☐ on-going and honest communication
- ☐ utilizing Quaker process as a means to make decisions as much as possible
- ☐ collaboration
- ☐ challenging complacency
- ☐ a commitment to practicing a growth mindset
- ☐ reflective practice
- ☐ celebration of our diversity
- ☐ inclusion of one and all
- ☐ providing professional development that cultivates and supports habits of mind in all of our learners (educators, families and students)

## **Part II: Entry Plan**

An EntryPlan is designed to slow things down in order to counter the external pressures and internal responses that inexorably lead to jump reflex problem solving....An EntryPlan enables three kinds of learning: learning about your new place, learning about yourself, and collective learning about the organization as a whole. The result is that, as a new administrator, you make better decisions that are genuinely understood and acted upon by the people who must implement them (Jentz & Murphy, 2005, p. 740).

**Goal 1: Support all goals and initiatives set forth by Michelle Holland, Principal of Lower School.**

<b>Actions for Accomplishing Objectives</b>	<b>Timeline</b>
Meet with Michelle Holland to learn and understand goals and initiatives for the 2016-2017 school year.	June 2016 and ongoing
Meet with Michelle Holland to share Entry Plan and make necessary modifications and additions.	May-June 2016
Meet with Michelle Holland monthly to share monthly goals and get feedback.	June 2016 and ongoing
Attend all Administrative Team meetings throughout the year.	June 2016-June 2017

**Goal 2: Establish and nurture positive and productive relationships with the members of the Pre-Primary Friends School family in order to better understand the history, norms, values and traditions of the Pre-Primary division and how it fits into the school community-at-large.**

**Objective A: Establish and nurture positive and productive relationships with the members of the Pre-Primary Division at Friends School of Baltimore.**

<b>Actions for Accomplishing Objectives</b>	<b>Timeline</b>
Attend end of year meetings with all faculty members.	June 2016
Meet with current assistant principal, Cynthia Barney.	May 2016
Meet with administrative assistant to learn structures and procedures, and adjust if necessary.	June-August 2016
Send video message to Pre-Primary staff, parents and students.	August 2016
Invite all Pre-Primary faculty to one-on-one meetings during opening weeks of school.	August 2016
Communicate Entry Plan to Pre-Primary faculty during opening meetings.	August, 2016
Meet with Lower School Leadership Team during end of year and beginning of year meetings (Michelle Holland, LS Principal, Cynthia Barney, LS Assistant Principal 1-5, Tricia Dudley, LS Learning Specialist, MaryAnn Niclas, LS Counselor.)	June 2016 August 2016
Host one-on-one "meet and greet" with school members:	
Teachers and Assistants	August 2016
Pre-Primary Part-time Assistants	August 2016
Instructional Support Staff (Learning Specialist and Counselor, etc.)	August 2016

Director and Assistant Director of Admission, Karen Dates and Amy Mortimer	July 2016
Little Friends Director and Assistant Director, Janelle Schmidt and Melanie Ferger	June 2016
Pre-Primary Extended Day Employees	June-August 2016
Pre-Primary Parent Association Representatives	August 2016
Send welcome back letter to Pre-Primary faculty members (for school year 2016-2017) via email and include the Padlet link, " <a href="#">My Wishes for 2016-2017 School Year</a> " for Pre-Primary faculty to fill out before our divisional opening meeting.	August 2016
Send the Padlet link, " <a href="#">My Wishes for 2016-2017 School Year</a> " for Pre-Primary parents and students to fill out before our divisional opening meeting.	August 2016
Collaborate with administrative team to plan opening day activities.	August 2016
Send a <a href="#">Voki message</a> to Pre-Primary students before the first day of school.	August 2016
Remind Pre-Primary faculty and families about "Back-to-School" Night through sending a video message or email.	August 2016
<p>Host first Pre-Primary meetings:</p> <p>Develop Norms and "Essential Agreements" as a group for expectations of how we will communicate and operate throughout the year.</p> <p><u>Share and Receive Meeting Topic Ideas for the Year with Pre-Primary Faculty:</u></p> <ul style="list-style-type: none"> <li>• Review of the Data – "State of Pre-Primary" (Where have we been? Where are we now? Where are we going? How are we going to get there?)</li> <li>• Preliminary development and articulation of shared vision, organizational goals, and divisional goals</li> <li>• Faculty Gathering (Pre-Primary Faculty Potluck?)</li> <li>• Curriculum Shifts (A conversation about how we understand what we are doing, where we are going and why.)</li> <li>• PLC Formation – Collaborative Planning Norms Activity for PLC's</li> <li>• Instructional and Non-Instructional Duties Discussion</li> <li>• Instructional Support (A conversation about needs and generate ideas of how we can support each other.)</li> <li>• Master Schedule (Thoughts, concerns, changes needed?)</li> <li>• Curriculum Mapping (An <i>invitation</i> to create a portfolio using</li> </ul>	August 2016-ongoing

<a href="#">SeeSaw</a> or paper by collecting work that represents an “average student” throughout the year. This work would represent learning objectives. This would not be used as an evaluative tool, but rather a tool to reflect on what we are doing and how we are doing it.)	
Attend two team meetings with Pre-Primary team during a ten day cycle. (August-Perhaps re-evaluate if this works for Pre-Primary faculty and learn any new ideas about alternate methods of meeting.)	August – Ongoing
Conduct beginning-of-the-year short visits in classrooms weekly and provide informal feedback through the use of <a href="#">Sonic Pics</a> . Continue walk-throughs throughout 2016-2017 year focusing on teaching and learning in each classroom through the lens of the Teaching and Learning Paradigm.	September 2016 - Ongoing
Establish and publish the Community Partnerships/Service Learning Calendar and share Google Form for community Partnerships with faculty for the upcoming year.	By August 31, 2016
Send weekly <a href="#">Vialogue</a> , <a href="#">podcast</a> , or <a href="#">Voxer</a> messages (3 minutes or less) to division faculty and employees with updates, events, celebrations and “family news” and share through the “Push Page.”	Weekly August-June 2017

**Objective B: Establish and nurture relationships with the Pre-Primary student body of Friends School of Baltimore.**

Actions for Accomplishing Objectives	
Introductory walk-throughs and short classroom visits in Pre-Primary.	May-June 2016
Attend any ceremonies and final Meeting for Worships such as Family Day that occur in the Pre-Primary division for students.	May-June 2016
Attend any “Welcome to the School” meetings to welcome and meet any incoming new parents, such as the New Admission Meeting at Matt Micciche’s house.	May 2016
Informal meetings with students during summer enrichment and/or camp programs if possible.	June –July 2016
Send “Back-to-School” letters to all families using the appropriate method used by the school (“Friends School Push Page.”)	August 2016
Host Family Meet and Greet Night with the Interim Assistant Principal.	August 2016
Host “Back to School Night” opening.	September 2016
Provide visible presence by shaking hands and welcoming students to school every morning and saying goodbye during carline every day.	August- Ongoing
Interact with and supervise students during morning drop-off and afternoon dismissal, in classrooms, during transitions, lunch time, recess, and afternoon activities, etc.	August- On-going

Recognize student birthdays (announcements, whiteboard in the entrance.)	On-going
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<b>Objective C: Establish and nurture relationships with the parent community of Friends School of Baltimore.</b>	
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<b>Actions for Accomplishing Objectives</b>	
Attend Latte and Learns, etc. to provide introduction to Pre-Primary division students and parents.	Ongoing all year
Attend any Welcome to Friends School meetings to welcome and meet any incoming new parents.	Ongoing all year
Send an email written directly to parents introducing myself and welcoming them to school. Direct parents to visit my <a href="#">blog</a> and <a href="#">website</a> to learn more about me.	June 2016-ongoing
Post introductory letter on my Bulletin Board (the school's LMS) or my Weebly page.	July 2016
Meet with Pre-Primary Parent Association representatives.	July-August 2016
Host Pre-Primary Parent Coffees (1 hour.)	July-August 2016
Host Pre-Primary "Back to School Night" opening.	July/ August 2016
Establish and publish the Community Partnerships/Service Learning Calendar for the upcoming year (-including a Service Learning Resource page on the school's LMS.)	September 2016
Discuss and learn daily and weekly home –school communication protocols with Pre-Primary faculty and school leadership team.	By August 31, 2016

<b>Goal 2: Establish a foundation for continuous school improvement by: identifying strengths and opportunities of the Pre-Primary school and school community, and creating systems, including a schedule that support a thriving and successful learning community.</b>
<u>Objective A:</u> Identify Pre-Primary 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.

<b>Actions for Accomplishing Objective</b>
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Review performance data for the past 2 years, identifying trends for proficiency and growth for :	June-July 2016
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<input type="checkbox"/> the total school <input type="checkbox"/> subgroups <input type="checkbox"/> grade levels  <input type="checkbox"/> individual students	
Meet with Cynthia Barney to discuss past instructional initiatives and future instructional needs of the Pre-Primary school body.	June-July 2016
Meet with the current administrative team to review data, identify trends and develop priorities for school-wide instructional practices.	November-December 2016
Meet with individual classroom teachers and support staff (learning specialist, councilor) to review data, identify trends and develop priorities for school-wide instructional initiatives.	November-December 2016
Empower teachers to include discussion of data during team meetings to discuss preliminary data, flexible grouping options and alignment of best instructional practices.	November 2016-ongoing
Based on data meetings and focus groups with faculty, develop appropriate professional development experiences to support faculty in understanding how to use data to adjust their instructional practice, if necessary.	August 2016-Ongoing
Conduct beginning-of-the-year walkthroughs in classrooms weekly and provide informal feedback through the use of <a href="#">Sonic Pics</a> . Continue walk-throughs throughout 2016-2017 year focusing on teaching and learning in each classroom through the lens of the Teaching and Learning Paradigm, high levels of student engagement, acquisition of 21st Century Learning Skills, intensive intervention and enrichment, and use of inquiry-based approaches to teaching and learning.	September 2016-ongoing
Observe each teacher once per month teaching a full lesson. Provide feedback using <a href="#">Sonic Pics</a> or other appropriate tool.	September 2016 - Ongoing
Conduct first round of observations and host post-conferences with faculty that have formal observations the current school year if applicable.	September 2016 - Ongoing

Objective B: Identify Friends School's strengths and areas of opportunities for growth in the areas of parent and community relations. Define systems and practices for sustainable and continuous improvement.

Actions for Accomplishing Objective	
Meet with Parent Association Leaders and Representatives	July 2016



Meet Director and Assistant Director of Admissions, Karen Dates and Amy Mortimer.	July 2016
Host Pre-Primary Parent Coffees.	August 2016
Host information sessions at Towson Library, online webinars and local preschools.	Monthly beginning September 2016
Develop and conduct a parent perception survey. Get feedback from Pre-Primary faculty before conducting survey.	July/ August 2016
Analyze results of the parent survey and present results to Michelle Holland and then to Pre-Primary faculty.	September 2016
Develop and share a Parent Partnership Plan based on the results of the parent surveys and informal information gathered.	October 2016

**Goal 3: Collaboratively develop and communicate a clear vision for teaching and learning specifically in the Pre-Primary division grounded in Quaker values, research-based outcomes and supported by data and feedback from faculty, parents, community-based partners, and students.**

**Objective A:** Establish and communicate a shared vision for the Pre-Primary division at Friends School that capitalizes on strengths and seizing opportunities for areas of continued growth and development.

#### Actions for Accomplishing Objective

Collaborate with administrative team and use feedback garnered from one-on-one meet and greet sessions and schedule feedback from faculty to begin developing Master Schedule for the 2017-2018 school year.	November 2016-March 2016
Collaborate with the administrative team and faculty to establish expectations for instructional coaching and support as well as facilitation of collaborative planning (PLC meetings) sessions.	August-September 2016
Discuss and establish structures for data analysis, presentation and integration for the 2017-2018 School Year with faculty.	November 2016
Discuss and learn expectations for instructional practices with faculty.	September 2016 - Ongoing
Establish and communicate expectations for collaborative planning sessions (PLC meetings) with faculty.	August 2016 - Ongoing
Collaborate with the administrative team and Pre-Primary faculty to develop Professional Development activities and calendar for the 2016-2017 school year.	September 2016

**Goal 4:** .Inspire and motivate the Friends School community towards achieving goals that support the mission and philosophy of our school through:

- ☐ on-going and honest communication
- ☐ utilizing Quaker process as a means to make decisions as much as possible
- ☐ collaboration
- ☐ challenging complacency
- ☐ a commitment to practicing a growth mindset
- ☐ reflective practice
- ☐ celebration of our diversity
- ☐ inclusion of one and all
- ☐ providing professional development that cultivates and supports habits of mind in all of our learners (educators, families and students)

**Objective A:** Learn and establish systems for on-going communication between all members of Friends School focusing on revisiting the shared vision, collaborative efforts, celebration of individual and shared successes, intervention as necessary and maintaining momentum.

Actions for Accomplishing Objective	
<p>Learn about existing systems and establish new systems for communicating information in a timely, clear and concise manner to the Pre-Primary community.</p> <p>Bulletin Board Messages (Whipple Hill LMS)</p> <p>Blog Posts, Video messages, Podcasts</p> <p>Emails</p> <p>Twitter Chats</p> <p>Parent Conferences</p> <p>School Meetings and Focus Groups</p> <p>School Leadership Team and Parent Association</p> <p>Building Teacher Leader Capacity within the Pre-Primary Division</p>	<p>August-September 2016</p>

Learn systems for celebration of individual and school accomplishments.

August 2016-ongoing

Student Recognition

Employee and Faculty Recognition

Parent and Volunteer Recognition

Diversity Celebrations