

A Friends School



**Heidi Hutchison,
Principal
June 2016**

Image Courtesy of: <http://www.christianity.com/church/church-history/timeline/1601-1700/george-fox-founder-of-the-quakers-11630109.html>

Part I: Introduction and Rationale

Dear Friends,

I am excited and honored to join Friends School as your 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 new 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 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 soon!

Goals:

1. Establish and nurture positive and productive relationships with the members of the Friends School family in order to better understand the history, norms, values and traditions of the school community-at-large.
2. Establish a foundation for continuous school improvement by identifying strengths and opportunities for growth for our division and school community as a whole.
3. Collaboratively develop and communicate a clear vision for teaching and learning grounded in Quaker values, research-based outcomes and supported by data and feedback from faculty, parents, community-based partners, and students.
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)

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: Establish and nurture positive and productive relationships with the members of the Friends 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 Friends School of Baltimore	
Actions for Accomplishing Objectives	Timeline
Attend introductory meeting with all faculty members.	June 2016
Meet with current principal and assistant principal.	June 2016
Meet with administrative assistant to learn structures and procedures, and adjust if necessary.	June-August 2016
Send video message to all staff, parents and students.	July 2016
Invite all faculty to one-on-one meetings over the summer if possible, and during opening weeks of school.	June-August 2016
Communicate Entry Plan to faculty during opening meetings.	August, 2016
Meet with School Leadership Team (Head of School, Director of Diversity, Director of Academics, Director of Library and	July-August 2016

Information Services, Head of Upper School, and Head of Lower School.)	
Host one-on-one meet and greet with school members. Administrative Team Classroom Teachers Instructional Support Staff (Learning Specialist and Counselor, etc.) Administrative Assistants Cafeteria Employees Maintenance Employees Parent Association Representatives	June-August 2016
Collaborate with administrative team and use feedback garnered from one-on-one meet and greet sessions to identify areas of strength and areas for growth.	July-August 2016
Collaborate with administrative team to plan opening day activities.	July 2016
Send welcome back letter to staff members (for school year 2016-2017) via my blog.	August 2016
Send the Padlet link, " My Wishes for 2016-2017 School Year " for faculty to fill out before our divisional opening meeting.	August 2016
Remind faculty and families about "Back-to-School" Night through sending a video message or email.	August 2016
Host first formal faculty meetings: Team Building Activities (Share My Wishes for 2016-2017 School Year , "Group Paint" as we discuss ideas for in-house PD and how to make faculty meetings opportunities for PD, "Make a Dish"-get dining hall approval, "Scavenger Hunt Race"- to be completed as Teams.) Develop Norms and "Essential Agreements" as a group for expectations of how we will communicate and operate throughout the year. Review of the Data –"State of the School" (Where have we been? Where are we now? Where are we going? How are we going to get there?) Preliminary development and articulation of shared vision, organizational goals, and divisional goals Faculty Gathering (Divisional Faculty Luncheon)	August 2016 – August 2016

<p>Curriculum Shifts (A conversation about how we understand what we are doing, where we are going and why.)</p> <p>PLC Formation – Collaborative Planning Norms Activity for PLC's</p> <p>Instructional and Non-Instructional Duties Discussion</p> <p>Instructional Support (A conversation about needs and generate ideas of how we can support each other.)</p> <p>Master Schedule (Thoughts, concerns, changes needed?)</p> <p>Curriculum Mapping (An <i>invitation</i> to create a portfolio by collecting work that represents a “B 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.)</p>	
Attend one team meeting with each team during a ten day cycle.	August – Ongoing
Conduct beginning-of-the-year walkthroughs in classrooms weekly and provide informal feedback through the use of Sonic Pics . 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, evidence of data-driven instruction, and use of inquiry-based approaches to teaching and learning.	September 2016 - Ongoing
Establish and publish the Community Partnerships/Service Learning Calendar for the upcoming year.	By August 31, 2016
Send weekly Vialogue , podcast , or Voxer messages (3 minutes or less) to division faculty and employees with updates, events, celebrations and “family news”.	Weekly
Establish and communicate regular Meeting for Worships that occur once per three months instead of a regular faculty meeting. The division will meet in the Meeting House for this meeting.	November 2016, February 2017, May 2017
Objective B: Establish and nurture relationships with the student body of Friends School of Baltimore.	
Actions for Accomplishing Objectives	Timeline
Introductory walk-throughs on first days after being announced as the new principal of Friends School of Baltimore.	June 2016
Attend any ceremonies and final Meeting for Worships that occur in the division for students.	June 2016
Attend any Welcome to the School meetings to welcome and meet any incoming new parents.	May-June, 2016
Send an email written directly to students introducing myself and	July 2016

welcoming them to school. Direct students to visit my blog and website to learn more about me.	
Informal meetings with students during summer enrichment and/or camp programs.	June –July 2016
Send “Back-to-School” letters to all families using the appropriate method used by the school (LMS or a blog post.)	August 2016
Host Family Meet and Greet Night with the New Principal.	July/ August 2016
Host “Back to School Night” opening.	September 2016
Host student lunches, called “Chat N’ Chews” throughout the year where students can sign up to share ideas, give feedback, and get to know me a little better. Host informal sessions with students to gather informal student perception information to make informed decisions about learning activities, programs, etc.	August-Ongoing
Provide visible presence by shaking hands and welcoming students to school every morning.	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
Objective C: Establish and nurture relationships with the parent community of Friends School of Baltimore.	
Actions for Accomplishing Objectives	
Attend Lunch and Learns, etc. to provide introduction to division students and parents.	Timeline
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 students to visit my blog and website to learn more about me.	August 2016-ongoing
Post introductory letter and Principal Entry Plan on my Bulletin Board (the school’s LMS.)	July 2016
Meet with Parent Association representatives.	July 2016
Meet with School Leadership Team.	July 2016
Host Parent Coffees (1 hour.)	July 2016
Host Family Meet and Greet Night with the New Principal.	Monthly beginning September 2016
Host “Back to School Night” opening.	July/ August 2016
Establish and publish the Community Partnerships/Service Learning Calendar for the upcoming year.	September 2016
Discuss and learn daily and weekly home –school communication protocols with faculty and school leadership team.	By August 31, 2016

Goal 2: Establish a foundation for continuous school improvement by: identifying strengths and opportunities of the school and school community, and creating systems that support a thriving and successful learning community.	
Objective A: Identify Friends School 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.	
Actions for Accomplishing Objective	
Review performance data for the past 2 years, identifying trends for proficiency and growth for : <ul style="list-style-type: none"> <input type="checkbox"/> the total school <input type="checkbox"/> subgroups <input type="checkbox"/> grade levels <input type="checkbox"/> individual students 	
If possible, meet with the outgoing principal to discuss past instructional initiatives and future instructional needs of the school body.	June-July 2016
Meet with the current administrative team to review data, identify trends and develop priorities for school-wide instructional practices.	June-July 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.	Beginning July 2016
Empower teachers to include discussion of data during team meetings to discuss preliminary data, flexible grouping options and alignment of best instructional practices.	August 2016
Based on data meetings and focus groups with faculty, develop appropriate professional development experiences to help faculty understand how to use data to adjust their instructional practice.	August 2016- Ongoing
Conduct beginning-of-the-year walkthroughs in classrooms weekly and provide informal feedback through the use of Sonic Pics . 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, evidence of data-driven instruction, and use of inquiry-based approaches to teaching and learning.	October-November 2016
Observe each teacher once per month teaching a full lesson. Provide feedback using Sonic Pics 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.	September 2016 - Ongoing
Attend one team meeting with each team during a ten day cycle.	Before November 2016
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 with School Leadership Team.	July 2016
Host Parent Coffees.	July 2016
Host Family Meet and Greet Night with the New Principal.	Monthly beginning September 2016
Develop and conduct a parent perception survey. Get feedback from faculty before conducting survey.	July/ August 2016
Analyze results of the parent survey and present results to faculty, school leadership Team and the Parent Association.	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 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 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 greets sessions and scheduling feedback from faculty to begin developing Master Schedule for the 2017-2018 school year.	November 2016
Collaborate with the administrative team to establish expectations for instructional coaching and support as well as facilitation of collaborative planning (PLC meetings) sessions.	July 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, department chairs and 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

Learn about existing systems and establish new systems for communicating information in a timely, clear and concise manner.

Bulletin Board Messages (Whipple Hill LMS)

Blog Posts, Video messages, Podcasts

Emails

Twitter Chats

Parent Conferences

School Meetings and Focus Groups

School Leadership Team and Parent Association

Building Teacher Leader Capacity within the Division

Learn systems for celebration of individual and school accomplishments.

August 2016-
Ongoing

Student Recognition

Employee and Faculty Recognition

Parent and Volunteer Recognition

Diversity Celebrations