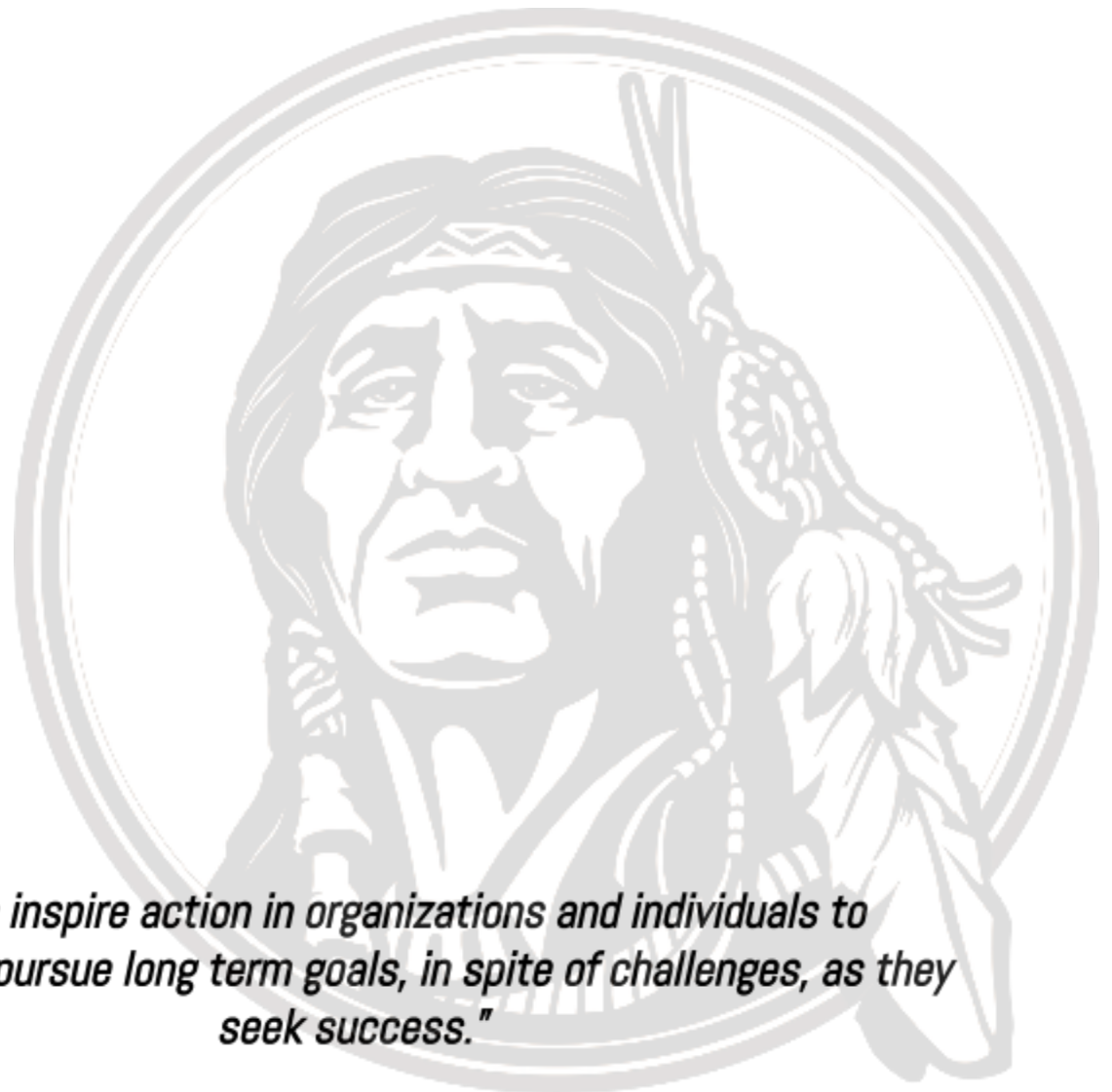


ENTRY PLAN
DR. STEVE TROYER
TRANSITION TO SUPERINTENDENT
2020-2021



"I lead to inspire action in organizations and individuals to passionately pursue long term goals, in spite of challenges, as they seek success."

WAWASEE COMMUNITY SCHOOL CORPORATION

INTRODUCTION:

It has been said that fate rarely calls upon us at a moment of our choosing, and so we begin the transition to the 7th superintendent at Wawasee Community School Corporation. I am honored to have been asked to be the next superintendent; it is a privilege, and the faith in my leadership is humbling. My transition to district leadership has been filled with unique and unprecedented circumstances, but those experiences have given me opportunities to lead in ways I could have never imagined. Before arriving at the central office as Assistant Superintendent at Wawasee, I was blessed to serve as the principal at Milford School for two years and am so appreciative of my time there. My 2 ½ years here has been a great introduction to Wawasee and I am thankful to all the Wawasee staff for growing along with me. Prior to my time at Milford, I was a high school assistant principal for 7 years, and taught Project Lead the Way for 7 years before that. As we move forward, it will be imperative to gain support from the WCSC Board of School Trustees, our school and community stakeholders. The following is my plan of transition to begin a legacy of strong instructional leadership, through trust, transparency and accountability.

CORE VALUES / BELIEFS:

- **All Can Grow** - This belief sits at the core of who I am. Whether discussing the ability of a child to learn or the possibility of a teacher investigating a new instructional approach or strategy, all people are capable of growth.
- **Integrity Matters** - Honesty, trustworthiness and reliability serve as a foundation for leadership at all levels. It is a defining characteristic for any public school superintendent.
- **Take Care of People** - Students come first, but our staff, parents, and community are critical to the work we do.
- **Focus on Success** - Success looks different for every student and member of our school community. We will collaboratively define what success looks like for students, staff, and schools; as with all successes it is important to celebrate the victories.
- **Communication is Key** - fostering commitment to a district's vision and mission is crucial to comprehensive success, and can only be achieved through timely, transparent communication. This kind of communication requires vision, forward thinking, and willingness to be proactive rather than reactive.

VISION:

As superintendent, I will serve as the primary instructional leader to create an organization that produces students who are confident, well rounded, college and career ready citizens who possess integrity and academic achievement through growth. My vision for Wawasee is to become an instructionally focused Professional Learning Community through a renewed emphasis on school accountability, growth and improvement. We will build capacity by aligning human and financial resources to demonstrate our commitment to lofty academic ideals. At the heart of this vision is creating a strong foundation with the WCSC Board, Leadership Team, Staff, Students and our Community Stakeholders based on effective and timely communication that is transparent and honest. All of these items combined are sure to mark Wawasee as the premier school corporation in Northern Indiana, one that the Wawasee Community is yearning to boast.

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STARTING A LEGACY:

According to the Indiana Association of Public School Superintendents, an effective superintendent is one that: has a clear vision for the district, is an instructional leader, an effective communicator, a good manager, a good listener, not afraid to take risks or make a commitment, flexible, and a servant leader. These qualities will serve as the new standard for superintendent leadership at WCSC, and will form the foundation for how I work with all facets of our organization.

3 PRIORITIES FOR MY SUPERINTENDENCY

- Instructional Leadership - Instructional leaders build commitment from school leaders and staff to incorporate elements of quality instruction into daily classroom practices and routines. I will foster a culture of accountability, growth, and improvement. Instructionally focused superintendents lead building leaders in the development and use of authentic school improvement processes. To that end, I will lead the development of a district-wide plan for instruction and assessment, including the full implementation of the Professional Learning Communities model to improve our teaching skills and the academic performance of students.
- Building and Managing Relationships - Building and maintaining strong relationships is critical to the success of any leader, but especially a school superintendent. Great relationships are grounded in effective communication that is timely, accurate, honest, candid, and two-way. I will be visible, well-spoken, knowledgeable, ethical, clear, concise, and candid. I will provide open communication and transparency when it comes to working with the Board of School Trustees, our Wawasee administrators, teachers, and staff, and our community patrons and families who we serve.
- Strategic Planning - The best school superintendents are instrumental in establishing a clear vision, mission, core values, and goals for their school district. They strategically plan how they will accomplish those goals and objectives by collaboratively identifying the strategies, actions, and key metrics to measure progress. Through the listening and learning phase of my entry plan, I will gain valuable information to help identify areas of strength and opportunities for growth. I will lead the board and key stakeholders in developing a process to regularly review our vision, mission, and goals to make sure they are relevant, appropriate, and accurate. This will help ensure they remain a priority for all within our organization. I will also coordinate the development of a new 5 year strategic plan to build unity and togetherness in our 5 schools as we work toward one collective vision for the Wawasee community.

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GOALS:

As we begin the transition into my superintendency, I need to learn as much as possible about our schools and community so that we can build on our strengths and continue to improve. By listening, learning, and applying what I learn, we will be in a great position to define common goals, align resources, and take strategic action. The following goals will help to clearly focus my first 6 months as the Wawasee superintendent. They will guide my work, activities, and actions as I fully integrate into the position, and will provide clarity and transparency to our stakeholders as we move forward with this transition.

- Listen and Learn - Even though I've been at Wawasee for two and a half years, there is still much to learn. I will meet with school and district staff, students, parents, and community members to discuss what is working well and what needs attention. By listening, we will learn about our strengths and challenges, and what are our areas to improve in.
- Develop and Strengthen the Superintendent / Board of School Trustees Relationship - I will engage regularly with the school board to build a strong working foundation to strengthen our shared vision for Wawasee. We will work to establish clarity in our roles and responsibilities, along with establishing strong communication protocols and expectations for the superintendent board partnership.
- Engage in the Wawasee Community - This goal focuses on establishing strong community and civic partnerships with Wawasee families, community leaders, and local service, business, and faith-based organizations. I will meet with local government officials, key business leaders, and non-profit partners to make sure Wawasee Community School Corporation is well connected and represented. I will also be visible and available in schools and the community by attending events and establishing opportunities for meaningful dialogue.
- Develop a Systematic Process of Communication - the critical component of bringing together my core values / beliefs, vision, priorities, and goals for my superintendency is excellent, effective communication. Leadership in the 21st century requires a multi-faceted approach to communication that incorporates numerous channels to ensure all feel invested in the organization. I will work to ensure that timely, honest, and transparent communication is the bedrock of the work that we do at Wawasee moving forward.

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PHASE 1: DECEMBER

FIRST 30 DAYS: PRE-ENTRY & INTRODUCTION

As I transition into the superintendency, it will be imperative to respect the legacy of those before me while making my first steps impressionable. At the approval of the WCSC Board, I plan to begin a well crafted campaign to introduce myself as the new leader at Wawasee.

BOARD:

- Meetings on December 1, 8, 15, 22
- Present entry plan - revise as necessary

DISTRICT:

- School staff meetings
- Meet with school principals and district leaders
- Meet with WCEA
- Weekly staff update

COMMUNITY:

- Weekly Media Release - update of board meetings and actions
- Introduction of Steve to community through weekly Mail Journal teacher written articles
- Community Engagement
 - Meet with community and civic organizations
- Creation of means of communication for Superintendent
- Holiday Card from the Superintendent

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PHASE 2: JANUARY & FEBRUARY

NEXT 60 DAYS: ENTRY & LISTEN AND LEARN

This phase will focus on relationship development with key stakeholders in our school corporation and community. Meetings will focus on gaining information from 4 key questions designed to discover how school staff and community members perceive the work we are doing and whether we are moving toward our district vision and mission.

BOARD:

- Work with board to identify short term (Phase 2) and mid-range (Phase 3) goals for WCSC superintendent
- Provide Bi - Weekly Report

DISTRICT:

- Conduct review of corporation budget
- Evaluate staffing needs for the 2021-2022 school year
- Set meetings with school stakeholder groups to ask 4 key questions
- Create Student Leadership Committee

COMMUNITY:

- Set meetings with community stakeholder groups to ask 4 key questions
- Provide Bi - Weekly Report
- Engage in Community Value Projects

4 KEY QUESTIONS:

- What should I know about the Wawasee Community?
- What should I know about your school/situation?
- What is working well and should be sustained?
- What needs attention and could be reevaluated?

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PHASE 3: MARCH & APRIL

NEXT 60 DAYS: EVALUATING & REPORTING

Phase 3 will use the information gathered from the listening and learning phase (Phase 2) to develop a comprehensive summary of Wawasee Community School Corporation. This information will be used to help guide the board, leaders, and school staff in strategic thinking and planning as we begin to identify how to improve as a school district. Data will be compiled and presented in various formats and venues to provide clarity and transparency.

BOARD:

- Report findings from Entry Phase 2 to the Board
- Schedule board work session with superintendent
- Review current goals, initiatives, and priorities
- Review and collaboratively evaluate board policies

DISTRICT:

- Report findings from Entry Phase 2 to WCSC Staff
- Review and evaluate current goals, initiatives, and priorities

COMMUNITY:

- Report findings from Entry Phase 2 to the Community
 - Town Hall
 - Video (Youtube, ParentSquare, Website)
 - Newspaper

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PHASE 4: 2021-2022

POST ENTRY: LONG-RANGE ENGAGEMENT AND PLANNING

The final phase of the entry plan will begin with preparations for the 2021-2022 school year. A process and timeline to develop a new strategic plan for the school corporation will be outlined and new district goals will be identified. Building commitment and involvement from key stakeholder groups will be crucial as we move forward with the most action-oriented steps of the entry plan.

BOARD:

- Schedule board retreat with the superintendent
- Report on first 6 months leading WCSC and review short term and mid-range goals
- Work with the board to identify new short term, mid-range, and long term goals
- Begin formal work on new 5 year strategic plan

DISTRICT:

- Retreat with school principals to strengthen our collaborative, high-impact leadership team
- Select a new Director of Curriculum, Instruction, and Assessment
- Create a corporation committee to guide instructional and curriculum decisions at WCSC
- Plan for the most important full reopening of school in memory - the 2021-2022 school year
- Begin formal work on new 5 year strategic plan

COMMUNITY:

- Continue to remain visible and accessible through school and community events
- Put together processes and systems to provide clarity and transparency in school business and finance
- Begin formal work on new 5 year strategic plan