



## 30-60-90 Day Entry Plan: Proposed by Justin Tossas



"The principal is the filter for all the school's relationships. How they interact with others shapes the **tone, trust, and culture** of the entire school."

– Todd Whitaker, Essential Truths for Principals

This quote underscores my commitment to relationship-building as the cornerstone of effective leadership. My goal in the first 90 days is to establish trust, foster meaningful connections, and create a shared vision for success. The following action plan outlines the steps I will take to build strong relationships and lay the foundation for a thriving school community.

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### Goals of the Entry Plan:

- Gain valuable feedback from stakeholders to serve as a highly informed leader.
- Address immediate needs and identify appropriate goal and work priorities.
- Demonstrate the district's commitment to the school community by engaging with individuals and groups, listening to feedback, and leading with integrity.

### Entry Plan Area(s) of Focus, Actions, & Timelines:

| Area(s) of Focus   | Actions  | Timelines             |
|--|--|-----------------------|
| <b>Parents, PTA &amp; Students</b>                           | Organize focus groups and community discussions for direct input on priorities and challenges.   | First 30 Days         |
| <b>Community &amp; Community Groups</b>                      | Offer "Meet & Greet" sessions, schedule individual/group meetings, and engage in discussions to gather feedback.                             | First 30 Days         |
| <b>Teachers and Staff</b>                                    | Hold one-on-one or group meetings to address instructional needs, professional growth, and key issues.                                       | First 30 Days         |
| <b>Office and Custodial Staff</b>                            | Familiarize with operational aspects like schedules, maintenance, and logistics through meetings and walkthroughs.                           | First 30 Days         |
| <b>Policy &amp; Strategic Development</b>                    | Review, evaluate, and collaboratively update policies aligned with stakeholder feedback.   | Next 30 Days (31–60)  |
| <b>Implementing and Transitioning</b>                        | Implement strategies, the school's vision, and monitor progress with stakeholders to ensure improvement and celebrate achievements.          | Final 30 Days (60–90) |
| <b>Collaborating on Culture and Professional Development</b> | Foster growth and a positive culture by recognizing achievements, promoting collaboration, resolving conflicts, and encouraging development. | Final 30 Days (60–90) |

The **first 30 days** in this process are intended to address building relationships through meetings, observe culture, address immediate building needs, review data, and understand operational logistics.

During the **next 30 days** (31-60), the intention is to set strategic goals, engage stakeholders via focus groups, provide instructional feedback, update policies collaboratively, and strengthen community partnerships.

In the **final 30 days** (61-90), the focus shifts to implement key strategies, monitor progress, adjust plans, celebrate milestones, foster collaboration, promote growth, and embed the school's vision.

## **First 30 Days: Building Foundations**

### **Introduction and Relationship Building**

- Send a letter of introduction to staff, families, and students outlining your vision and priorities, emphasizing a commitment to gaining valuable feedback and identifying priorities collaboratively.
- Schedule informal "meet and greet" sessions (e.g., coffee and bagel chats, ice cream socials, assemblies) with staff, parents, and students to begin building relationships and fostering open communication.
- Meet one-on-one with stakeholders, including teachers, counselors, support staff, and community leaders, to understand their perspectives and values, aligning with the goal of becoming a highly informed leader.

### **Learning Culture and Climate**

- Conduct walkthroughs of classrooms, hallways, and shared spaces to observe routines, behaviors, and culture, while gathering feedback from staff and students to inform goal-setting.
- Review key documents such as school policies, the student handbook, and emergency protocols to ensure policies align with stakeholder expectations and district priorities.
- Attend school events, extracurricular activities, and community gatherings to immerse yourself in the school culture and identify areas for immediate attention.

### **Understanding Immediate Demands of the Building**

- Meet with key staff members, including the administrative team, custodial staff, and security personnel, to identify immediate concerns or needs. Key topics may include building safety, maintenance priorities, staffing challenges, and immediate logistical issues affecting daily operations.
- Review building maintenance and safety protocols to assess any pressing issues and incorporate stakeholder feedback into solutions.
- Prioritize high-impact areas such as student safety, classroom needs, or ongoing projects that require urgent attention.

- Develop an immediate action plan to address urgent building-level concerns collaboratively with staff. This plan will follow a structured framework: (1) Identify and prioritize key concerns through discussions with staff, (2) Develop specific, actionable steps to address each concern, (3) Assign responsibilities and establish timelines, (4) Monitor progress regularly, and (5) Adjust actions as needed based on feedback and emerging data.

### **Understanding Data**

- Analyze academic, attendance, and behavioral data to identify trends and areas for growth.
- Review student and staff demographics to understand the unique needs of the school community.
- Assess survey data from parents, students, and staff to gather insights on perceptions and priorities.

### **Operational Familiarization**

- Meet with custodial and office staff to establish communication and discuss logistical needs.
- Set up shared calendars for meetings, walkthroughs, and key events.
- Collaborate with the administrative team to learn about budget allocations, master schedules, and building maintenance plans.

## **Next 30 Days (31–60): Deepening Understanding and Strategic Planning**

### **Strategic Planning and Goal Setting**

- Collaborate with the administrative team and stakeholders to identify SMART goals aligned with district priorities and stakeholder feedback.
- Develop a timeline for initiatives that address immediate and long-term needs, ensuring that priorities reflect shared input and the district's mission.

### **Community Engagement**

- Regularly update the community via newsletters and social media about ongoing efforts and successes, demonstrating transparency and commitment to engaging with stakeholders.
- Host focus groups with parents, students, and staff to discuss school priorities and improvement ideas, using their feedback to guide planning.
- Attend PTA meetings and encourage participation in school improvement initiatives to strengthen community partnerships.

### **Instructional Leadership**

- Conduct informal classroom observations to assess teaching practices and identify professional development needs, aligning instructional improvements with district priorities and stakeholder goals.
- Share constructive feedback with teachers and provide resources to support instructional growth, creating a collaborative environment.
- Identify teacher leaders to help drive instructional initiatives and foster a culture of shared leadership.

## **Policy Review and Refinement**

- Collaborate with staff to evaluate existing policies and procedures for relevance and effectiveness, ensuring that any proposed updates reflect stakeholder needs and district goals.
- Work with leadership teams to propose updates or changes to better meet the needs of the school community, emphasizing collaborative input and data-driven decisions.

## **Final 30 Days (61–90): Implementing and Transitioning**

### **Taking Initiative**

- Implement strategies to address areas of need identified in the first 60 days, using data and feedback gathered from stakeholders.
- Collaborate with staff to embed the school's vision into daily practices and initiatives, ensuring alignment with shared goals and district priorities.

### **Monitoring and Evaluating Progress**

- Establish systems for regular data collection and analysis to evaluate the impact of implemented strategies, ensuring continuous improvement.
- Conduct progress reviews with stakeholders to adjust plans as needed, reinforcing collaboration and shared accountability.
- Celebrate milestones and acknowledge the contributions of staff and students to promote a culture of shared success.

### **Strengthening School Culture**

- Develop recognition programs to celebrate student and staff achievements, aligning with stakeholder feedback and community values.
- Promote a positive climate through team-building activities and regular engagement with students and families to reinforce a collaborative and supportive culture.
- Address conflicts or emerging issues constructively to maintain a supportive environment, using stakeholder input to guide resolutions.

### **Professional Growth**

- Reflect on personal and school progress to identify areas for further improvement, informed by data and feedback from stakeholders.
- Pursue relevant training opportunities to strengthen your leadership skills and maintain alignment with district goals.
- Encourage staff participation in professional development aligned with school goals, fostering continuous growth and improvement.