



- I Letter to Community**
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- IV Final 10 Days**

“These activities are designed to gather information quickly about the community and the school district; to establish a strong community presence, to assess the district’s strengths and opportunities for improvement; to identify critical issues related to the implementation of our strategic plan: Graham 2020; promote our new Vision: Success Today, Prepared for Tomorrow; and to create a network of contacts and resources to assist in the work of celebrating the work and improvement of the Graham Local Schools.”

*Kirk Koennecke
Superintendent
Graham Local Schools
Saint Paris, Ohio 43072
Tel: (937) 663-4123
Fax: (937) 663-4670*

*Kirk Koennecke
Superintendent*

*Judy Geers
Treasurer*

*Don Burley, Director
Operations*

*Becky Gerardi, Director
Curriculum and Instruction*

*Emily Smith, Director
Student Services*

Vision Statement:

SUCCESS TODAY, PREPARED FOR TOMORROW

July 19, 2016

Dear Community Members,

My responsibility as your Superintendent is to develop and set a clear vision and direction for the Board of Education, to bring people with me, and to deliver results that reflect positive progress for our students' growth and achievement. Activities during the first 100 days of my transition are significant, particularly in an environment of tremendous change in education. Add in the civic, political and business interests within our district and this creates a complex dynamic we can all address together. With your help, our vision will guide our students to success in a career, military branch, or a college of their choice.

I am happy to announce our new strategic plan: ***Graham 2020***, along with this 100-day plan to establish a set of priorities, will guide my work. All leadership transitions are critical, and this case is no different. These activities are designed to:

- ✓ Gather information quickly about the community and the school district
- ✓ To establish a strong community presence
- ✓ To assess the district's strengths and opportunities for improvement
- ✓ To identify critical issues related to the implementation of our new STRATEGIC PLAN: GRAHAM 2020
- ✓ To create a network of contacts and resources to assist in the work of improving the Graham Local Schools.

Please understand that the activities in the plan will give me tangible goals to achieve within my first 100 days. These goals will also support the long-term success and support our students and staff. I look forward to sharing my progress at the October Board of Education meeting. Thank you in advance for your support.

Sincerely,

Kirk Koennecke

Superintendent

Graham Local Schools

STRATEGIC ASPIRATIONS

On Vision and Strategy

By 2017

- We will be a school district that attracts and retains students from our towns, villages, and county.
- Graham Local Schools will produce globally competent students who are college and career ready.

By 2016

- We will develop a clear strategic plan with shared values, "Graham 2020".
- Student success will be the heart of our service.

On People and Teams

By 2017

- A dynamic leadership team in place
- A positive work culture
- People want to work here
- Our staff and community feel connected to the leadership team

By 2016

- The Central Office center will be transformed into a District Service Center that adds great value in moving the District toward accomplishing its goals.
- Talented teachers & administrators will be brought onto our team.
- Our principals will be viewed as empowered educational leaders in the District and in their buildings.

On Results and Deliverables

By 2017

- Proven track record regarding improvements across all established metrics
- The community has faith and confidence in our work.
- We have a reputation for innovation.

By 2016

- OPES, OIP and AIR will be effectively implemented
- There will be improvements in academic achievement, school culture, and collaborative decision-making.
- "Transparency" and "energy" will be words used to describe our leadership style.
- Each of our buildings will be unique, but they all will implement shared values, put an emphasis on being innovative, and apply researched-based best practices.

MY 100-DAY PLAN

ROLES:

1. Governance Builder

Desired outcome: Ensure effective District governance through positive and productive Board-Superintendent relationships.

BY THE END OF 30 DAYS

- Develop a clear understanding of responsibilities, expectations, and communication system to promote effective and efficient Board-Superintendent working relationship
- Establish regular meeting time with Board of Education President for reviewing agenda and discussing District matters
- Ensure the Board and Superintendent have various predetermined means of communication

BY THE END OF 60 DAYS

- Use a third-party facilitator to collaborate with the Board to establish Superintendent evaluation process, procedures, timelines and goals
- Update the Board of Education on “Graham 2020” and get feedback

BY THE END OF 90 DAYS

- Finalize “Graham 2020” and our strategic communication plan
- Schedule a mid-year work session to assess progress and determine next steps

2. Transition Maker

Desired outcome: Make an effective leadership transition from Principal to Superintendent leading the Graham Local Schools

BY THE END OF 30 DAYS

- Conduct a productive Board of Education retreat
- Lead a productive administrative retreat that focuses on unity, goal setting, and district mission and vision
- Develop productive two-day in-service prior to the students’ first day of school

BY THE END OF 60 DAYS

- Develop goals with principals and all District Central Office Administrators

BY THE END OF 90 DAYS

- Will have a strong understanding of GLS Schools programming and how it aligns to the vision plan

3. Unique Contributor

Desired outcome:

Capitalize on my communication strengths to reach out and inspire our employees.

Re-energize the District Service Center and principals to help them feel more engaged and connected to a vision and the role we play in successfully achieving it together

BY THE END OF 30 DAYS

- Develop norms and meeting standards with our administrative team
- Use *Making Magic & The Five Dysfunctions of a Team* as a resource for team development

BY THE END OF 60 DAYS

- Have meeting with principals and District Service Center at least four times individually to develop professional goals and to support their efforts
- Continue work with *Making Magic & The Five Dysfunctions of a Team*

BY THE END OF 90 DAYS

- I will have visited 50% of the District classrooms with principals to help us develop a common academic language

4. Content Learner

Desired outcome: Gain a strong understanding of Board of Education policy, Negotiated agreements, OIP, Grants, job descriptions, employee handbooks, hiring process, organizational charts, safety and emergency plans, school improvement plans, school board meeting notes or updates, surveys, audits, advanced placement (honors) enrollment data, administrative evaluations, current initiatives and partnerships

BY THE END OF 30 DAYS

- Thoroughly understand Board of Education policy, job descriptions, negotiated agreements, safety and emergency plans.

BY THE END OF 60 DAYS

- Revise organizational chart, school improvement plans, district initiatives, prior administrative evaluations, partnerships

BY THE END OF 90 DAYS

- Surveys, audits, AP data, hiring process

5. Team Builder

Desired outcome: Restructure District Service Center and develop a cohesive unit committed to accomplishment of our shared vision.

BY THE END OF 30 DAYS

- Involve the administrative team in "Graham 2020"
- Provide opportunities and model flat leadership at retreats
- Begin work on *Making Magic & The Five Dysfunctions of a Team*

BY THE END OF 60 DAYS

- Continue work on "Graham 2020" roll out with feedback session for community team members
- Continue work on *Making Magic & The Five Dysfunctions of a Team*

BY THE END OF 90 DAYS

- Finalize "Graham 2020"

- Conclude study of *Making Magic & The Five Dysfunctions of a Team* and make it a practice and part of our culture

6. Communication Provider

Desired outcome: Use a combination of our internet site, video, Twitter, one-on-ones, team meetings, Facebook, PTA Town Meetings to secure buy in for our two year vision, our 12-month priorities, my 100-Day Plan and our progress toward the priorities

BY THE END OF 30 DAYS

- Provide valuable Board of Education updates
- Complete staff update via video
- Share the good stuff on Twitter and Facebook

BY THE END OF 60 DAYS

- Monthly TV show
- Meet with all PTO's and other parent organizations to communicate our work

BY THE END OF 90 DAYS

- Have scheduled to share "Graham 2020" at monthly Town Hall-style meetings at 4 locations in district.
- Continue 30 day priorities

7. Value Adder

Desired outcome: Refresh our two-year vision for the Graham Local Schools and set a clear direction over the next 12 month priorities

BY THE END OF 30 DAYS

- Listen and learn from employees , parents and other district shareholders
- Develop the format and process for "Graham 2020"
- Begin conversations with area business leaders regarding our contribution to their success

BY THE END OF 60 DAYS

- Continue listening and learning
- Continue conversations with local business leaders
- Ride a bus, help in a kitchen, spend an hour with a custodian once a month

BY THE END OF 90 DAYS

- Have the "Graham 2020" communication plans and PR strategies for 2017 complete and begin the strategy of the implementation process

8. Relationship Builder

Desired outcome: Meet 20 community leaders, establish strong relationships with Board of Education, administrative team and Association leaderships

BY THE END OF 30 DAYS

- Identify 20 community leaders and begin meetings
- Establish strong relationships with Board of Education and administrative team
- Begin Labor Relations meetings

BY THE END OF 60 DAYS

- Participate in driver/custodial/food service meeting to value their importance in meeting our goals
- Informally meet with all clerical staff

BY THE END OF 90 DAYS

- Will have developed a more transparent and trusting culture in our District

9. Vision Setter

Desired outcome: We will have a common mission vision, shared values and goals as a leadership team

BY THE END OF 30 DAYS

- Redefine and rename Central Office Center to District Service Center
- Our vision will be to provide service to increase student achievement, efficiency and effectiveness throughout our district

BY THE END OF 60 DAYS

- The District Service Center will be present in buildings working remotely at least 3 days per month
- The District Service Center will be responsive to building and district needs

BY THE END OF 90 DAYS

- Complete "Graham 2020"

10. Culture Navigator

Desired outcome: Improve my understanding of the Graham Local Schools and understand how and why decisions have been made

BY THE END OF 30 DAYS

- Will spend time in listening and learning to understand District history and traditions

BY THE END OF 60 DAYS

- Will have a better understanding of District and City politics and how they operate

BY THE END OF 90 DAYS

- Will work to ensure "Graham 2020" aligns with our shared values and belief system

THE FINAL 10 DAYS: We will use this time to review and reflect on short-term outcomes.

FEEDBACK FROM SHAREHOLDERS

SELF-REFLECTION

RECORD ACHIEVEMENTS

COMMUNICATE TO STAKEHOLDERS