



Portfolio for Superintendent Application Glenn Maleyko, Ph.D

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Dearborn Public Schools

Superintendent 90 Day Plan

By Dr. Glenn Maleyko

Introduction: The First 90 Days

Disclaimer: This plan is in draft format and will be revised after meetings with the Board of Education on an individual and collective level.

The purpose of this entry plan is to outline a course of events during my first 90 days that will provide for meetings and dialogue with members of the board of education, school visits, community member and business feedback sessions, and interviews with key staff, policy makers, community leaders, organizations and collective bargaining groups. As your new Superintendent I believe that establishing and building upon existing relationships is critical to the development of a clear understanding of the strengths of the school district and areas that require improvement. The advantage that I have as the new Superintendent for Dearborn Public Schools is that I have worked in the district for almost 20 years and I have a great understanding of many of the above mentioned areas. However, I also know that it is important for me to gain a broader understanding of those areas in my new role as Superintendent. Through this consultation process, Our Board of Education/Superintendent Team will establish a common view of Dearborn Schools which will provide a basis for us to identify the direction, the tasks that need to be achieved, and the order of priorities that will result in a high level of student achievement, district financial stability, and service to our customers (parents, students, community members or groups). It is also important to recognize the many strengths of our district and continue with the hard work of leadership within the district that has already initiated. This district has been recognized for many positive areas on a state and national level while serving the students in our community.

This plan is meant to be flexible, while identifying specific goals, objectives and results to be achieved. As stated, prior to finalization of this plan I will seek input from all members of the Board of Education. The intended results of this may be revised, deleted, or expanded as further information is obtained and input acquired.

1st Goal: Ensure effective district governance through positive and productive Board-Superintendent relations.

Objectives for 1st Goal:

1. Establish the Board and Superintendent as a cohesive governance team with a student centered agenda.
2. Build a positive, productive and trusting working relationship with Board members as individuals.
3. Determine District Priorities (Long term and short term).

Intended Implementation and Results

- a. Schedule and discuss with each Board trustee their personal history with the district, their accomplishments, their priorities for student achievement and advice concerning key individuals and groups.
- b. Meet with the Board President to discuss the framework and format for a board retreat (Potentially hire a firm like MLI to assist with this implementation).
- c. Establish a clear understanding of roles, responsibilities, expectations and systems for shared accountability.
- d. Establish routine Superintendent- Board meeting protocols. Acquire input from all board members and continue to implement successful communication with regards to meeting formats. Ask board members if they would like to see any changes in meeting protocols.
- e. Establish regular protocols and communication with the Board President.
- f. Clarify and define purpose and roles/responsibilities of Sub-committees structure (policy, finance, building and site).
- g. Establish regular communication systems with the Board by maintaining successful systems, omitting systems that are not effective, and/or creating new systems as agreed upon.
- h. Design a plan and timeline for reviewing the district vision, mission, belief statements, and goals.

Goal 2: Accelerate student achievement by building upon the work of the school district while expanding professional learning communities (PLC).

Goal 2 Objectives.

1. Work with Cabinet to analyze patterns in student participation and achievement data (MME, ACT, Graduation-Dropout Rates, AP, NWEA, Mstep, etc) and the gaps in achievement between identifiable groups of students to determine an appropriate course of action for improving teaching and learning via the Professional Learning Community process and philosophy.
2. Establish baseline achievement data and performance targets (many of the data sets are new due to the implementation of NWEA and the new state M-STEP Test).
3. Continue to expand options for students and accelerate achievement through the 5 Year Plan and My Learning Plan.
4. Implement a process that fosters increased articulation between elementary, middle, and high school levels including feeder track communication systems.
5. Evaluate current instructional models that service English Language Learners(ELL), special education students, high achieving students, and struggling students.
6. Expand PLC team models at the district level and school level while limiting inconvenience to parents and the students. (Ex. The Edsel Ford Afterschool PLC model).
7. Start to explore blended learning opportunities for students with an expansion of online learning mixed with traditional schedules.
8. Begin alignment of the annual budget with district performance goals and indicators to ensure a student-centered agenda. Protect class size and service to students.
9. Expand implementation of social and behavioral supportive models like PBIS and Restorative Practices.

Intended Implementation and Results:

- a. Continue to conduct classroom visits to monitor the current level of teaching and learning.
- b. Implement the School Improvement Process as a method of increasing accountability and data driven decision making. This process is a great method to monitor and evaluate the performance of schools in the areas of teaching and learning.
- c. Reallocated resources and/or restructure administration to support better articulation between elementary, middle, and high school feeder track groups of schools.
- d. Expand the special education co-teaching model to a full implementation in order to meet the needs of students with disabilities.
- e. Build upon the strengths of the current ELL education model while making structural changes in order to increase achievement levels for our expanding ELL student population.
- f. Move most of the professional development to weekends, evenings and holiday breaks or summer breaks. This will result in increased student achievement and budgetary savings to the district through a reduction in the use of substitute teachers.
- g. Explore the possibility to create a district level position to support expansion of restorative practices and home visits on a broader scale.

Goal 3: Expand the current level of public trust and confidence through open, honest communication and positive relationships among parents, staff, students, and community members. Continue to market our school district to the community with the positive offerings and student options.

Goal 3 Objectives:

1. Continue to increase personal knowledge and understanding of the Dearborn Public Schools Community.
2. Expand positive working relationships with local civic leaders, members of the business community, and service and support agencies in the community (ex. ACCESS). Explore the possibility of a stakeholder committee to provide recommendations to the Administration and the Board of Education.

3. Develop a Secondary Student Advisory Council to the Superintendent.
4. Expand open and ongoing communication with the leadership of each union group.
5. Continue to build upon, strengthen and expand partnerships and initiatives with Henry Ford College.
6. Ensure ongoing, clear, consistent communication with all stakeholders.
7. Facilitate understanding and ownership of the district's vision, mission, and core purpose as an organization dedicated to providing the best possible education for all children.

Intended Implementation and Results:

- a. Identify selected representatives from the community's business leaders, organizations, Education Foundation, city administration including fire and police, social service agencies, etc.
- b. Schedule meetings with selected individual leaders to build alliances for working together to expand service to students and parents. Include local union leaders where appropriate.
- c. Meet with foundation members, nonprofit, and philanthropic organizations to chart a course for working together.
- d. Continue to participate as a member of Dearborn Rotary and expand participation to other community organizations like the Chamber of Commerce, Optimist Club, American Association of Yemeni Professionals (AAYSP) etc. This will include promoting cabinet, administrative, and employee levels of participation in Dearborn community organizations.
- e. Expand partnerships with ACCESS to meet the needs of students on an academic and social level. Continue to work with ACCESS on the implementation of federal and state grants.
- f. Continue to enhance online communication with parents and community members. All schools and teachers will be required to create and implement a blog for increased parent communication.

Goal 4: Establish a supportive district climate and culture to build on the work of the board of education and previous administration. Continue efforts to address budgetary issues and develop a strategic plan for addressing budget allocations.

Objectives:

1. Communicate with parents and promote positive partnerships on behalf of children.
2. Expand the already established positive, professional, and collaborative relationship with union leadership to ensure that all decisions are made in the best interest of children.
3. Connect with the political leadership in the community and state in order to establish clear lines of communication, advocacy and support for the district's children. Maintain positive relationship with the incoming state Superintendent Brian Whiston to assist with this area.

Intended Implementation and Results:

- a. Continue regularly scheduled meetings with staff; cabinet, principals, union leadership, and PTA council. Create additional stakeholder meetings as needed.
- b. Schedule a school tour with the Director of Operations to familiarize myself with current Bond projects, improvement projects, and current state of buildings.
- c. Schedule Individual Coffee meetings with Community leaders.
- d. Implement an open door policy and schedule coffee meetings with principals on a voluntary basis allowing them to identify areas of strengths and supports that are required from central office.
- e. Develop a financial strategic plan aligned with student achievement.
- f. Dialogue with teachers to understand what is occurring in their classrooms to gain a view of the usefulness of curriculum resources, and solicit their input regarding student achievement.
- g. Join the County Superintendent Group and Metro Bureau Superintendent Group to develop a professional network.
- h. Develop a relationship with the mayor, police chief, and other city officials.

Goal 5: Examine the current organizational structure and functions to increase effectiveness and efficiency.

Objectives:

1. Start a Review of departments and business operations with assistance of the Cabinet. This will be a continuation of work completed with the Cabinet restructuring plan from 2013.
2. Determine where we are and where we need to go in terms of each major department within the organization to ensure a student-focused agenda.

Intended Implementation and Results.

- a. Request an assessment of current status of each division's goals, with an analysis of the critical issues and work priorities for the upcoming year, including the proposed action plan to address each.
- b. Review District operational documents and student achievement data with the assistance of Cabinet.

Culmination of 90 Day Plan

The culmination of this plan will result in a report being provided to the board of education via a board meeting or retreat. It is expected that there will be revisions made to the plan following the first 90 days and information obtained may lead to additional recommendations goals, objectives and intended results.

Brief Summary of Some Major Instructional and Operational Concepts that were included in this Plan.

- Choices for Students - Maintain 5 Year Plan and My Learning Plan.
- Expansion of Community Relations including Organizations, Businesses, and Union Groups.
- Articulation and a Feeder Track Model (example collaborative walkthroughs)
- Expansion and Full Implementation of Professional Learning Communities While Maintaining Convenience to Parents (Ex. Edsel PLC model)

- Limit Subs that are needed by Moving Professional Development to Evenings, Weekends, and Breaks.
- Enhance Intervention Models for Struggling Students, High Achieving Students, English Language Learners (ELL), and Special Education Students.
- Look to Possibly Restructure the Contractual Model with ELL faculty
- Expand Special Education Co-teaching Model Effectiveness
- Implement a Budgetary Strategic Plan
- Enhance the Customer Service Philosophy
- Implement Website Blogs for all Schools and Teachers to Enhance Communication with Parents
- Look to Expand Social Behavior Supportive models like the Positive Behavior Support System and Restorative Practices leading to reductions in student suspensions
- Implement a Home Visit Plan to Create a Greater Partnership with Parents

First 90 Days ---Timeline of Activities in alignment with what is listed in this plan as goals and objectives-- This will be tentative pending the official start date and input from the board of education.

July 2015- Listening to Board and Staff

- Meet individually with each board member and gather input on meeting structures and communication moving forward (routine monthly meetings will be scheduled per the preference of the Board members)
- Make myself available to board members via cell phone text or other forms of communication 24-7
- Meet with the outgoing Superintendent Whiston to help with the transition (Use the Month of July to gain as much insight as possible for a successful transition)
- Meet with each Cabinet Member
- Take a tour of the bond updates
- Meet with other staff that work in the month of July
- Meet with community leaders as listed in this plan
- Visit Summer Schools and Other Summer Programs (continued into August)
- Meet with Sam Barna for a Budget Review (continue during each month)
- Hold meetings over breakfast, lunch, and dinner at local Dearborn restaurants
- Co-present with Chief Haddad in Washington D.C regarding Dearborn Public Schools and City Police Cooperation and Collaboration

- Fill administrative vacancies including the Executive Director of Staff and Student Services Position as a result of my promotion
- Meet with the Mayor and other City Officials
- Meet with Union heads collectively and individually (continue with monthly meetings)

August 2015

- Review Parent Feedback and Customer Service Data
- Visit Summer Schools and Other Summer programs
- Plan for an upcoming Board Retreat
- Bring my family to local events including the Dearborn Homecoming which I have attended annually in the past
- Plan for the Opening of the New School Year
- Prepare for the Administrators return to work in August which includes the creation of a back to work inspirational presentation
- Work with Cabinet to set short and long term budgetary priorities
- Meet with the PTA Council, ACCESS representatives, AAYSP, Rotary, Optimist Club, Chamber of Commerce, Education Foundation, etc.
- Look to Enroll in the MLI Superintendent Academy II Program. I have already Graduated from the 1st Program. Also explore the possibility of joining the MASA Superintendent Courageous Journey Cohort Stage 2. Choose one for the year 2015-16 and join the other model in the subsequent year.
- Attend the annual Staff Picnic

September 2015

- Visit schools and develop a plan for Cabinet Members and Board members(if available) to visit schools on the first day.
- Go to schools every day and week of the 1st month in order to maintain a positive visible presence in the schools. Use twitter and iblog to share information on school level visits.
- Attend Metro Bureau and County Superintendent meetings
- Work with Cabinet to analyze data and make instructional recommendations for improving academic achievement
- Analyze data, input, and information about the current district vision, mission, values, goals and strategic plan. Make recommendations for any modifications that might be necessary after the board retreat.

