



El Paso
Independent
School District
INSPIRING THE FUTURE

Superintendent's Entry Plan

First 100 Days and Beyond



“As El Paso Independent School District enters a new chapter in its 130-year history, I am excited to serve as Superintendent in the service of talented students, committed teachers and staff, loving families and supportive community members. I look forward to our working together to turn the page and pave a new road toward a brighter future.”

– Superintendent Juan E. Cabrera



The El Paso Independent School District is entering a new chapter in its 130-year history. As the new Superintendent, I am excited to work with the EPISD community as we turn the page and pave the road to a brighter future.

My entry plan focuses on my first 100 school days as Superintendent. I will work with my Leadership Team to meet and listen to parents, employees, and the community as we learn about the needs of the District. Once we complete the first 100 days, we will be in a better position to set a vision for the coming years.

Our top priority is to rebuild trust with our stakeholders and obtain a deeper understanding of our District. Our listening and learning tour will help us make immediate improvements and determine the best course of action for our students,

community and staff. Our work will focus on student achievement, the growth and development of staff, transparency and efficiency in District operations, and the needs of the EPISD communities.

During my first 100 days, the District will undergo a comprehensive review of programs, systems, initiatives, services, student performance, and fiscal conditions to assess our strengths, challenges, and opportunities for improvement. Additionally, we will continue to build on our partnerships with the greater El Paso community, UTEP, EPCC and Fort Bliss.

This entry plan moves us beyond the unfortunate events of the recent past and builds on the strong history and foundation established by our dedicated and caring employees.

We will build on our strengths while establishing a stronger focus on innovation, creativity and collaboration. We expect to improve student success and begin establishing the foundation for what will be a premiere school district. I have no doubt we can become one of the best school districts in the nation.

I have been influenced by Stephen Covey and his belief that leaders “must first seek to understand then be understood.”

To that end, we have scheduled Town Hall meetings at traditional high schools and “meet and greets” at elementary and middle schools to reach out to parents, students, teachers and staff and listen to concerns and ideas. We cannot plan a better future and lead without first understanding the needs of our community.



Superintendent's Entry Plan

Listening, Learning, Building, Sorting and Planning
Phase I: 100 School Days of Listening and Learning
September 9, 2013 – February 6, 2014



GOALS DURING FIRST 100 SCHOOL DAYS:

- Seamless transition of leadership
- Identify quick wins for students, teachers and staff
- Meet with every principal and visit every campus in the District
- Create principal and teacher leadership teams
- Meet with each central office division to critically evaluate functional areas
- Conduct principal, teacher and central office surveys
- Create opportunities for parents and staff to communicate with central office through episid.org
- Create an FAQ at episid.org to better serve students, community and staff
- Meet with high school student leadership teams
- Meet with key media and community leaders
- Meet with key city and county leadership
- Meet with El Paso legislative delegation
- Meet with key UTEP, EPCC and Fort Bliss leadership
- Realign human capital and immediately fill key leadership positions
- Work with Board of Managers to create "Superintendent and District Goals"
- Review student performance data and identify opportunities to improve academic success at every level

FOCUS AREAS FOR FIRST 100 DAYS:

- Drive stability by maintaining current course of action established by Vern Butler
- Open, honest communication and actions
- Celebrate and promote student and staff achievements
- Critically review and seek to improve systems, processes and programs
- Facilitate a positive Districtwide "coaching culture" focused on helping teachers and principals become their very best
- Support principals and teachers in creating positive and nurturing learning environments
- Build collaborative relationships across the community
- Create positive connection between central office community and campuses
- Critically review alignment of resources to assure they meet the educational, social, and emotional needs of students
- Solicit input from entire community



Phase II: Development of Next Steps/ Continuous Improvement

February 7, 2014 – April 30, 2014

The data and knowledge gained during the entry period will be reviewed and analyzed in Phase II. EPISD Leadership will work with the Board of Managers and internal and external stakeholders to update District goals and create a strategic plan with the objective of driving institutional and systemic reform.

Through systemic reform, EPISD will raise expectations for staff and students, facilitate higher achievement and college readiness, and support the growth and development of high-performing, value-driven, engaged young adults.

Superintendent's Leadership Values

- Students come first in all actions and decision-making
- Build trust and support by establishing positive relationships
- Establish high expectations for all students, teachers & staff
- We lead with ethics, character and moral integrity
- We support principals and teachers to ensure their success
- We are accountable to stakeholders
- We strive for continuous improvement
- We treat clients with courtesy and respect



Conclusion

My goals, focus areas and core values will be used to guide EPISD leadership during my first 100 school days. We are primarily focused on understanding needs and building key relationships, while we begin the process of rebuilding trust in EPISD. Additionally, this time should help us build a strong knowledge base which will serve us well as we plan for success over the coming months and years.

During the interview process, it was clear that there was a sense of urgency in the work to create a great educational institution. I share this sense of urgency and have high expectations for my first 100 days at EPISD. The first 100 days will include detailed and exhaustive reviews of “how we support and lead” as an organization. This should help us identify weaknesses and begin the process of having courageous conversations about the work we do and where we can make improvements. Change is not easy, but we will lead with integrity and transparency and work to assure that every decision is made in an effort to improve the educational opportunities for our children.