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*Superintendent, Baltimore County Public Schools*



# **100-Day Entry Plan** (as of July 1, 2019)

*Raising the bar, Closing gaps, Preparing for our future*

## **Introduction**

This entry plan and my work as superintendent will be guided by my own core values, background, and experiences as an educator and administrator. Stephen Covey said, "First seek to understand, then to be understood." This plan is designed to enable me to effectively listen to and learn from a wide range of individuals who either work directly with or support our great school system. It is also designed to continue the great work that the system has implemented yet bring necessary changes to meet the needs of our students and staff. I also believe my actions and every leader's actions in the school system must be aligned to our vision, purpose, and core values. These guiding principles should align our work, reexamine current practices, and streamline our priorities to achieve more.

## **Plan Components**

This plan has three components: strategic leadership, relationship building, and professional development.

**Strategic Leadership:** Know the district's successes and challenges and determine short-and long-term action steps. Conduct data analysis – student performance and staff performance, organizational review, financial review, curriculum review, human resources, transportation, technology, communications, and branding of system.

*Blueprint 2.0:*

- Goal Area 1: Academics
- Goal Area 2: Safety and Security
- Goal Area 3: Communication
- Goal Area 4: Organizational Effectiveness

Workgroup Charge Statements:

1. Determine the current status of BCPS' efforts to ensure that all students have access to a high-quality instructional program that prepares them for the workforce and college. Analyze the performance of our students and the different programs and opportunities to increase student achievement (Goal 1: Academics)
  - a. Co-Chairs: Dr. Brown, Mr. Roberts, Mrs. Byers, Dr. Jones, Dr. McComas
  - b. Project Managers: ES Principal, MS Principal, and HS Principal
  - c. Team Members: BCPS staff, advisory councils, and educational experts
  - d. Focus groups of BCPS parents, teachers, and students

2. Analyze the current safety and security plans including responses to the physical, social emotional and psychological safety of students and staff. Examine the supports to students and the alignment of the Student Code of Conduct (Goal 2: Safety and Security)
  - a. Co-Chairs: Mr. Smith, Ms. Lewis, Dr. Nieves
  - b. Project Managers: ES Principal, MS Principal, and HS Principal
  - c. Team Members: BCPS staff, advisory councils, and educational experts
  - d. Focus groups of BCPS parents, teachers, and students
3. Examine the methods of communication to and engagement of stakeholders and communities (Goal 3: Communication)
  - a. Chair: Mr. Dickerson
  - b. Project Managers: ES Principal, MS Principal, and HS Principal
  - c. Team Members: BCPS staff, advisory councils, and educational experts
  - d. Focus groups of BCPS parents, teachers, and students
4. Analyze the current organizational structure for efficiency and effectiveness. Examine the professional learning opportunities for staff. (Goal 4: Organizational Effectiveness)
  - a. Co-Chairs: Dr. Mayo, Mr. Burke, Mr. Smith
  - b. Project Managers: ES Principal, MS Principal, and HS Principal
  - c. Team Members: BCPS staff, advisory councils, and educational experts
  - d. Focus groups of BCPS parents, teachers, and students

**Relationship Building:** Establish positive working relationships with key individuals in the school system.

1. Meet with Board of Education members and establish priorities for the year; maintain open and frequent communication.
2. Meet and establish working relationships with Cabinet of executive staff and school principals and leaders; Meet with union leaders and partners and establish communication protocols.
3. Meet and establish working relationships with civic and community leaders.
4. Meet with students and student leaders and hear their perspectives of BCPS.
5. Meet with school communities, staff, and parents and hear their perspectives of BCPS.

**Professional Development:** Build my capacity as a learner with internal and external partners.

**OUR VISION:** Baltimore County Public Schools will be among the highest performing school systems in the nation as a result of creating, sustaining, and investing in excellence for every student, every school, and every community.

**OUR PURPOSE:** Baltimore County Public Schools will provide for every student the highest quality, 21st century education in a safe, secure, and positive environment conducive to high levels of teaching, learning, and student engagement, resulting in globally competitive students prepared for their chosen college and/or career path.

**TEAM BCPS:** Team BCPS is all of us who are committed to quality education for all and equity in opportunities. Team BCPS is all of us who know that the future is our children and that the future is worth our time and attention.