

# **Principal's Entry Plan**

**Lewis Middle School**

**5170 Greenbrier Ave.**

**San Diego, CA 92120**



**Garnica L. Morris, Ed. D.**

**Principal**

**March 1, 2021**

## Part I: Introduction and Rationale




Greetings! I am honored and excited to join the Lewis Middle Family as your new principal. It is my mission to motivate, inspire and propel each and every member of our school family into our places of continual excellence as students, educators, parent-partners, community-based partners and life-long learners. Lewis Middle is bursting with great potential to far exceed expectations, overcoming obstacles, and blazing trails that make great impacts in our community and beyond. As I join the Lewis Middle Family, I am personally challenged, inspired and motivated to grow our school by growing every child.

As we move forward, please know that I welcome and desire your input as we grow Lewis as one of the premier schools in San Diego, CA. Together we can and we will rise to the top because of our commitment to join forces as a united school family, declaring that our children will receive the best education possible.

### **Mission**

Our mission is to nurture, educate, and graduate students who are self-responsible and self-disciplined; who are critical and creative thinkers; who master the core academic disciplines; and who are advocates for equity and social justice for self and their community.

### Goals:

1. Establish and nurture positive and productive relationships with the members of the Lewis Middle School family in order to better understand the history, norms, values and traditions of the school community-at-large.
2. Establish a foundation for continuous school improvement by identifying strengths and opportunities for growth for the school and school community.
3. Collaboratively develop and communicate a clear vision for continuous improvement (academic growth and achievement), grounded in research-based outcomes and supported by historical data and feedback from staff members, parents, community-based partners, students and extended family members (district personnel).
4. Support the Lewis Middle School Families towards achieving goals through:
  -  On-going and honest communication
  -  Collaboration
  -  A commitment to growth

Part II: Entry Plan

**Goal 1: Establish and nurture positive and productive relationships with the members of the Lewis Middle School family in order to better understand the history, norms, values and traditions of the school community-at-large. \*Meetings will be via virtual format, as applicable\***

<b>Objective A: Establish and nurture positive and productive relationships with the Lewis Middle School staff</b>	
<b>Actions for Accomplishing Objectives</b>	<b>Time</b>
Attend introductory meeting with all staff members.	March 2021
Meet with interim principal, assistant principals and curriculum facilitators.	March 2021
Meet with financial secretary to establish structures and procedures.	March 2021
Send electronic message in English to all staff, parents and students.	March 2021
Communicate the Principal Entry Plan to staff members (via e-mail and posted on school website).	March 2021
Meet with School Improvement Team-(Elect chair)	March 2021
Host one-on-one meet and greet with staff members. Administrative Staff Classroom Teachers Instructional Support Staff (EC, ESL, Counselor, etc.) Instructional Assistants Secretarial Staff Cafeteria Staff Custodial Staff Communities In Schools Representative	March 2021
Collaborate with administrative team and use feedback from varied school meetings to revisit Master Schedule/ other Schedules to check for alignment with the Comprehensive Needs Assessment.	March 2021
Host Principal Chat activities.	March 2021-ongoing
Send welcome letter to staff members	March 2021

**First Faculty Meeting**

March 2021

Getting-to-Know You Activities

Develop Norms and “Essential Agreements” for staff expectations

Review of the Data –“State of the School” (Where have we been?  
Where are we now? Where are we going? How are we going to get there?)

Preliminary development and articulation of shared vision and  
organizational goals

Curriculum Shifts (Common Core and Essential Standards) PLC Formation – Collaborative Planning Norms Instructional and Non-Instructional Duties Instructional Support Master Schedule Curriculum Mapping	
Attend grade level and department team meetings	March-ongoing
Continue walk-throughs focusing on prescriptive instructional practices for EACH child, high levels of student engagement, acquisition of 21st Century Learning Skills, intensive intervention and acceleration, evidence of data-driven instruction, and use of multiple-intelligence approaches to teaching and learning.	March-ongoing
Revisit the <b>Events Calendar</b> for the school year	March-ongoing
Send weekly newsletters to staff with updates, events, celebrations	March-ongoing
Review and develop norms for staff gatherings and recognition.	March-ongoing
<b>Objective B: Establish and nurture relationships with the student body of Lewis Middle School</b>	
<b>Actions for Accomplishing Objectives</b>	<b>Timeline</b>
Host Family Principal Chat	March-ongoing
Host student assemblies for all grades Establishment of norms and expectations	March-ongoing
Provide visible presence on morning announcements and set expectations for this morning “ritual”:  Pledge to the American Flag Moment of silence Student & Staff Birthdays PBIS Goals Pertinent Announcements	March-ongoing
Interact with and supervise students during morning drop-off and afternoon dismissal, in classrooms, during transitions, lunch time, recess, etc.	March-ongoing
Host informal sessions with students to gather informal student perception information to make informed decisions about learning activities, programs, etc.	March-ongoing

**Objective C: Establish and nurture relationships with the parent community of  
Lewis Middle School**

Actions for Accomplishing Objectives

**Timeline**

Send virtual message in English to all staff, parents and students.	March-ongoing
Meet with school webmaster to update website to provide accurate information and to provide another link for the home-school connection.	March-ongoing
Post introductory letter and Principal Entry Plan on Website	March-ongoing
Meet with P.T.A. Executive Board	March-ongoing
Host Family Principal Chat	April-ongoing
Revise Events Calendar for the School Year	March 2021
Participate in parent events( school performances, etc)	March-ongoing
Review daily and weekly home –school communication protocols. Daily Agendas Communication Folders Phone Calls Parent Conferences Newsletters	March 2021

<p>Establish and publish “essential agreements” for parent participation within the total school environment:</p> <p>Sign-in and receive a visitor’s badge in the front office when visiting school-as applicable</p> <p>Minimize disruption of classrooms during instructional periods. Open-door policy (schedule appointments to visit individual classrooms during instructional blocks—prior approval from principal or assistant principal necessary).-as applicable</p> <p>Communicate concerns to your child’s teacher FIRST. We are FAMILY – Parents as Partners – be involved, ask questions, support, and celebrate!</p> <p>Help us help your child become independent and responsible learners within our learning community. Inclusion of one, inclusion of all!</p> <p>All parents are encouraged to partner with the staff to ensure that we provide each child with the best education possible.</p> <p>In order to make this possible, we as a staff will commit to: 1) open, honest and regular communication with our parents 2) eliminate obstacles to parent involvement that are within our control 3) make decisions that are in the best interest of students. 4) never, ever give up! we will help each student!</p>	<p>March-ongoing</p>
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<b>Objective D: Establish working relationships with Central Office Personnel.</b>	
<b>Actions for Accomplishing Objectives</b>	<b>Timeline</b>
Hold regular conversations with Supervising Assistant Superintendent to receive feedback and support in alignment with the vision of the school district and the local school body.	March 2021
Attend regular principals' meetings.	March-ongoing
Meet with representatives from Instructional Support offices to establish support for our administrative and teaching staff on effective instructional practices.	March-ongoing
<b>Objective E: Establish working relationships with Lewis Middle School community members and business partners.</b>	
Meet with faith-based and business partners( TBA)	March-ongoing
Work with the PTA to develop a plan for expanding current community and faith-based partnerships and establish new relationships with local businesses and faith based organizations.	N/A
Share out events and good news/pictures from school to local news agencies and PCS communications.	March-ongoing
<b>Goal 2: Establish a foundation for continuous school improvement by identifying strengths and opportunities of the school and school community and create systems to that support a thriving and successful learning community.</b>	
<b>Objective A: Identify Lewis Middle's strengths and targeted areas of opportunities for growth in the areas of curriculum and instruction and define systems and practices for sustainable and continuous improvement.</b>	
<b>Actions for Accomplishing Objective</b>	
Review historical performance data for the past 3 years to current, identifying trends for proficiency and growth for : <ul style="list-style-type: none"> <li>• the total school</li> <li>• subgroups</li> <li>• grade levels</li> <li>• individual students</li> </ul>	March-ongoing
Meet with the current administrative team to review data, identify trends and develop priorities for school-wide instructional practices.	March-ongoing
Meet with individual classroom teachers and support staff members to review data, identify trends and develop priorities for school-wide instructional initiatives.	March 2021

Require teachers to hold data meetings to discuss preliminary data, flexible grouping options and alignment of best instructional practices.	March-ongoing
Based on data meetings and focus groups with staff members, develop the Comprehensive Needs Assessment in alignment with federal, state, district and school level.	March-ongoing

Conduct walkthroughs in classrooms weekly and provide feedback and coaching for instructional staff , focusing on prescriptive instructional practices for EACH child, high levels of student engagement, acquisition of 21 <sup>st</sup> Century Learning Skills, intensive intervention and acceleration, evidence of data-driven instruction, and use of multiple-intelligence approaches to teaching and learning, college and career ready	March-ongoing
Conduct observations host post-conferences with certified staff members and professional development plans review	March-ongoing
<b>Objective B: Identify Lewis Middle’s strengths and targeted areas of opportunities for growth in the areas of parent and community relations and define systems and practices for sustainable and continuous improvement.</b>	
Actions for Accomplishing Objective	
Meet with P.T.A. Executive Board	N/A
Meet with School Improvement Team.	March-ongoing
Conduct a parent perception survey.	March-ongoing
Analyze results of Healthy Kids Survey and/or Climate surveys and present results staff.	March-ongoing
Review the Title I Parent Involvement Plan/Compacts based on the results of the parent surveys and informal information gathered.	March-ongoing
<b>Goal 3: Collaboratively develop and communicate a clear vision for continuous improvement (academic growth and achievement), grounded in research-based outcomes and supported by historical data and feedback from staff members, parents, partners and students and extended family members (District personnel).</b>	
<b>Objective A: Establish and communicate a shared vision for Lewis Middle that capitalizes on strengths and seizing opportunities for areas of continued growth and development.</b>	
Actions for Accomplishing Objective	
Based on the findings of the Comprehensive Needs Assessment, begin the process of establishing and articulating a shared vision for future success. Revisit the school mission statement.... If necessary	March-ongoing
Collaborate with administrative team and use feedback from one-on-one meetings to revisit school vision.	March-ongoing

Collaborate with the administrative team to establish expectations for instructional coaching and support as well as facilitation of collaborative planning (PLC meetings) sessions.	March-ongoing
Share Literacy and Mathematics Platforms in alignment with the Common	March-ongoing

Core State Standards, district guidelines and the needs of the school body. Communicate the platforms to all staff members and district level representatives as appropriate.	
Share School-Wide Assessment Platform in alignment with the Common Core State Standards, district guidelines and the needs of the school body. Communicate the platforms to all staff members and district level representatives as appropriate.	March-ongoing
Establish and communicate expectations for instructional practices as well as non-negotiable to all staff members.	March-ongoing
Establish and communicate expectations for collaborative planning sessions (PLC meetings) with all staff members.	March-ongoing
Host Parent Information sessions sharing current data with parents and highlighting strategies for continuous improvement.	March-ongoing
Collaborate with the administrative team and instructional staff to develop Professional Development activities and calendar in alignment with the Comprehensive Needs Assessment for the school year.	March-ongoing
Articulate proficiency and growth targets for the total school population, subgroups, grade levels and individual students.	March-ongoing
<p><b>Goal 4: Support Lewis Middle’s Families towards achieving goals outlined in our shared vision statement through:</b></p> <ul style="list-style-type: none"> <li>• on-going and honest communication</li> <li>• collaboration</li> <li>• a commitment to growth</li> </ul>	
<p><b>Objective A: Develop systems for ongoing communication between all members of Lewis Family focusing on revisiting the shared vision, collaborative efforts, celebration of individual and corporate successes, intervention as necessary and maintaining momentum.</b></p>	
<p><b>Actions for Accomplishing Objective</b></p>	

<p>Establish systems for communicating information in a timely, clear and concise manner:</p> <ul style="list-style-type: none"> <li>School Newsletters</li> <li>School Messenger</li> <li>Student Agendas</li> <li>Weekly Communication</li> <li>Folders Parent Conferences</li> <li>School Meetings</li> <li>Focus Groups</li> <li>School Improvement Team</li> <li>School Updates</li> </ul>	<p>March-ongoing</p>
<p>Establish systems and expectations for collaboration between members of the Lewis Middle School Family:</p> <ul style="list-style-type: none"> <li>Parent Conferences IEP Meetings</li> <li>Attendance/Promotion Meetings</li> </ul>	<p>March-ongoing</p>
<p>Establish systems for celebration of individual as well as corporate successes.</p> <ul style="list-style-type: none"> <li>Student Recognition Staff Recognition</li> <li>Parent and Volunteer Recognition</li> </ul>	<p>March-ongoing</p>
<p>Establish systems for reviewing goals outlined in vision and implementing interventions as necessary.</p> <ul style="list-style-type: none"> <li>PLC Data Meetings</li> <li>Administrative Team Meetings</li> <li>School Improvement Team Meetings</li> </ul>	<p>March-ongoing</p>