

# ENTRY PLAN



**Dr. Michelle C. Reid**  
Division Superintendent  
Fairfax County Public Schools

# Listening | Learning | Leading

**Goal:** Gain a deeper understanding of the organizational capacity and work to date in providing each and every student a world class education that prepares them for their future choices in a world yet to be imagined. Intentional engagement, thoughtful reflection and careful planning will engineer transition success.

**Centering Equity:** The Virginia Department of Education defines equity as the commitment to eliminating the predictability of student outcomes based on race, gender, zip code, ability, socio-economic status, and/or languages spoken at home. This vision of equity requires that students have access to high quality learning programs that enable them to maximize their potential.

Equity in Fairfax County Public Schools means meeting every child where they are and guiding them to success and achievement. That work occurs in classrooms as well as playgrounds, cafeterias, libraries, athletic facilities, offices, and anywhere students learn and grow.

It also means ensuring all students have equitable access to a rigorous course of study.

**Outcomes:** A summary report of observations and key findings to be shared in Spring 2023 with updates to the district strategic plan and theory of action as appropriate given feedback and reflection.



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## Entry Plan Goals

- Foster a smooth and successful leadership transition and build relationships to support a world class education experience for each and every student.
- Learn about the trajectory of the work of Fairfax County Public Schools to gain a deeper understanding of the division's strengths, challenges, and opportunities as together we best serve each and every student.
- Learn about the Fairfax County community (all relevant stakeholders) in terms of values and expectations, hopes and dreams, as together we support each and every student.
- Learn about how the work priorities in the division are being implemented in the schools and departments by staff. In other words, how is what we say we are doing coming off the page.
- Nurture and strengthen the governance team Board-Superintendent relationship.
- Gain clarity around what we earnestly want to start doing, stop doing, do more of and do less of, as we plan forward.
- Learn about how well the community understands the work, focus and direction of the division as we communicate same.
- Collect and use the data gathered to model synergy in crafting a collective accountable path forward that honors and builds on the strengths of the work and traditions of our past as we remain resolutely future-focused.
- Maintain a relentless student-centered and justice-driven focus in the division.
- Learn about the culture and climate of the division and how we might best inspire each and every staff member as we engage in the work of shaping our next generation for a future yet to be imagined.
- Assess the shortcomings of data and what it is not showing.

# Listening | Learning | Leading

## Review of Current Operations

- All Relevant Survey Data
- Budget
- Capital Projects
- Communication Flow Between Departments
- Contracts
- CTE Courses
- Emergency Prep Plans and Resources
- Fairfax County Police Department MOU
- Fort Belvoir MOU
- IT Plans and Security
- Legal Files
- Operations Department Plans
- Organizational Chart
- Personnel and Staffing
- Personnel Evaluations
- Project Management
- School and District Level Achievement Data
- Strategic Communications Plans
- Teaching and Learning Plan(s)



# Listening | Learning | Leading

## Stakeholder Meetings

### One-on-one meetings with:

- Association leadership
  - Principals (2 x monthly)
  - Teachers
- County Board of Supervisors
- Elected officials
- Fairfax City Schools Superintendent
- Ombudsman
- Senior district leadership members
- Student leadership
- School Board members
- Others recommended

### Team meetings with:

- Division department staff
- English learner students/families
- Students/families experiencing homelessness
- Housing associations
- Parent/guardian leadership
- Principal roundtables (12)
- Recent drop-outs
- Recent graduates
- Retirees

- School Age Child Care (SACC)
- School leadership
- Student advocacy groups
- Student Equity Ambassador Leads (SEALS)
- Student leadership

### Community meetings with:

- Diverse community interest groups, including student and staff groups.

### Community meetings with partners such as:

- Business partners
- Chamber of Commerce
- Community Services Board (CSB)
- Department of Aging Rehabilitative Services (DARS)
- Fairfax County Health Department
- Faith community, etc.
- Mason District groups
- Nearby division superintendents
- Non-profit and other partners
- Post-secondary educational partners
- Service Clubs

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## These stakeholder meetings intend to cover the following:

- What should the superintendent know about the Fairfax County Public Schools community and the Fairfax County community as a whole?
- What are the strengths of Fairfax County Public Schools that should be sustained?
- What are the challenges facing our division and community, and barriers to success that we must address?
- What are the opportunities that Fairfax County Public Schools should consider exploring further or developing?
- Is there anything else you would like Dr. Reid to know about the Fairfax County Public Schools division and our community?



# Listening | Learning | Leading

## Listening and Learning Through Engagement Opportunities

### Employees

Four in-person/virtual hybrid meetings for Central Office staff/departments.

Meetings with:

- Facilities maintenance and operational staff
- Family liaisons
- Food and Nutrition Services
- Information Technology staff
- School Resource Officers (SROs)
- School staff during school visits
- Transportation staff

### School Community Engagement

In-person Community Conversations with parents/caregivers, employees, and students will be held in each of FCPS' 24 pyramids. Thomas Jefferson High School for Science and Technology, which is not aligned with a pyramid, will also host an event. Hybrid or virtual Community Conversations are planned for families and staff connected to FCPS special education schools and centers, families of students who are twice exceptional (2E), families receiving homebound services, military-connected families, Korean and Spanish-speaking families, and faith-based communities. More than 30 events are scheduled.

Community Conversations are scheduled from August 23 to November 29, from 6:30-7:30 p.m.

# Listening | Learning | Leading

## 26 Superintendent School-Based Community Conversations

8/23/22

### Region 2

- Thomas Jefferson High School for Science and Technology

8/24/22

### Region 5

#### Woodson Pyramid

- Canterbury Woods Elementary School
- Fairfax Villa Elementary School
- Frost Middle School
- Little Run Elementary School
- Mantua Elementary School
- Olde Creek Elementary School
- Wakefield Forest Elementary School
- W. T. Woodson High School

8/25/22

### Special Education Schools and Centers

- Burke School
- Cedar Lane School
- Davis Career Center
- Key Center School
- Kilmer Center
- Pulley Career Center
- Quander Road School

8/29/22

### Region 4

#### Lake Braddock Pyramid

- Burke School
- Cherry Run Elementary School
- Kings Glen Elementary School
- Kings Park Elementary School
- Lake Braddock Secondary School
- Ravensworth Elementary School
- Sangster Elementary School
- White Oaks Elementary School



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8/31/22

Region 5

Chantilly Pyramid

- Brookfield Elementary School
- Chantilly High School
- Franklin Middle School
- Greenbriar East Elementary School
- Greenbriar West Elementary School
- Lees Corner Elementary School
- Oak Hill Elementary School
- Poplar Tree Elementary School
- Rocky Run Middle School

9/6/22

Region 1

Madison Pyramid

- Cedar Lane School
- Cunningham Park Elementary School
- Flint Hill Elementary School
- Louise Archer Elementary School
- Madison High School
- Marshall Road Elementary School
- Thoreau Middle School
- Vienna Elementary School
- Wolftrap Elementary School

9/7/22

Region 1

South Lakes Pyramid

- Dogwood Elementary School
- Forest Edge Elementary School
- Fox Mill Elementary School
- Hunters Woods Elementary School
- Lake Anne Elementary School
- Langston Hughes Middle School
- South Lakes High School
- Sunrise Valley Elementary School
- Terraset Elementary School

9/8/22

Region 2

McLean Pyramid

- Chesterbrook Elementary School
- Franklin Sherman Elementary School
- Haycock Elementary School
- Kent Gardens Elementary School
- Longfellow Middle School
- McLean High School
- Timber Lane Elementary School

# Listening | Learning | Leading

**9/12/22**

**Region 3**

**Hayfield Pyramid**

- Gunston Elementary School
- Hayfield Elementary School
- Hayfield Secondary School
- Island Creek Elementary School
- Lane Elementary School
- Lorton Station Elementary School

**9/13/22**

**Region 2**

**Falls Church Pyramid (held @ Jackson MS)**

- Camelot Elementary School
- Fairhill Elementary School
- Falls Church High School
- Graham Road Elementary School
- Luther Jackson Middle School
- Mason Crest Elementary School
- Pine Spring Elementary School
- Westlawn Elementary School
- Woodburn Elementary School

**9/14/22**

**Region 3**

**Edison Pyramid**

- Bush Hill Elementary School
- Cameron Elementary School
- Clermont Elementary School
- Edison High School
- Franconia Elementary School
- Mount Eagle Elementary School
- Rose Hill Elementary School
- Twain Middle School

**9/19/22**

**Region 1**

**Herndon Pyramid**

- Aldrin Elementary School
- Armstrong Elementary School
- Clearview Elementary School
- Dranesville Elementary School
- Herndon Elementary School
- Herndon High School
- Herndon Middle School
- Hutchison Elementary School

# Listening | Learning | Leading

**9/20/22**

**Region 5**

**Westfield Pyramid**

- Coates Elementary School
- Cub Run Elementary School
- Deer Park Elementary School
- Floris Elementary School
- London Towne Elementary School
- McNair Primary Elementary School
- McNair Upper Elementary School
- Stone Middle School
- Virginia Run Elementary School
- Westfield High School

**9/21/22**

**Region 4**

**South County Pyramid**

- Halley Elementary School
- Laurel Hill Elementary School
- Newington Forest Elementary School
- Silverbrook Elementary School
- South County High School
- South County Middle School

**9/22/22**

**Region 2**

**Marshall Pyramid**

- Davis Career Center
- Freedom Hill Elementary School
- Kilmer Center
- Kilmer Middle School
- Lemon Road Elementary School
- Marshall High School
- Shreveview Elementary School
- Stenwood Elementary School
- Westbriar Elementary School
- Westgate Elementary School

**9/29/22**

**Region 4**

**Robinson Pyramid**

- Bonnie Brae Elementary School
- Fairview Elementary School
- Laurel Ridge Elementary School
- Oak View Elementary School
- Robinson Secondary School
- Terra Centre Elementary School

# Listening | Learning | Leading

**10/3/22**

**Region 3**

**Mount Vernon Pyramid**

- Fort Belvoir Primary School
- Fort Belvoir Upper School
- Mount Vernon High School
- Mount Vernon Woods Elementary School
- Riverside Elementary School
- Washington Mill Elementary School
- Whitman Middle School
- Woodlawn Elementary School
- Woodley Hills Elementary School

**10/11/22**

**Region 1**

**Oakton Pyramid**

- Carson Middle School
- Crossfield Elementary School
- Mosaic Elementary School
- Navy Elementary School
- Oakton Elementary School
- Oakton High School
- Waples Mill Elementary School

**10/17/22**

**Region 5**

**Fairfax Pyramid**

- Daniels Run Elementary School
- Eagle View Elementary School
- Fairfax High School
- Katherine Johnson Middle School
- Providence Elementary School
- Willow Springs Elementary School

**10/18/22**

**Region 4**

**Centreville Pyramid**

- Bull Run Elementary School
- Centre Ridge Elementary School
- Centreville Elementary School
- Centreville High School
- Colin Powell Elementary School
- Liberty Middle School
- Union Mill Elementary School

# Listening | Learning | Leading

**10/25/22**

**Region 4**

## **West Springfield Pyramid**

- Cardinal Forest Elementary School
- Hunt Valley Elementary School
- Irving Middle School
- Keene Mill Elementary School
- Orange Hunt Elementary School
- Rolling Valley Elementary School
- West Springfield Elementary School
- West Springfield High School

**10/26/22**

**Region 1**

## **Langley Pyramid**

- Churchill Road Elementary School
- Colvin Run Elementary School
- Cooper Middle School
- Forestville Elementary School
- Great Falls Elementary School
- Langley High School
- Spring Hill Elementary School

**10/27/22**

**Region 3**

## **West Potomac Pyramid**

- Belle View Elementary School
- Bucknell Elementary School
- Fort Hunt Elementary School
- Groveton Elementary School
- Hollin Meadows Elementary School
- Hybla Valley Elementary School
- Pulley Center
- Sandburg Middle School
- Stratford Landing Elementary School
- Quander Road School
- Waynewood Elementary School
- West Potomac High School

# Listening | Learning | Leading

**11/10/22**

**Region 3**

**Lewis Pyramid**

- Crestwood Elementary School
- Forestdale Elementary School
- Garfield Elementary School
- Key Center
- Key Middle School
- Lewis High School
- Lynbrook Elementary School
- Saratoga Elementary School
- Springfield Estates Elementary School

**11/21/22**

**Region 2**

**Justice Pyramid**

- Bailey's Elementary School
- Bailey's Upper Elementary School
- Beech Tree Elementary School
- Belvedere Elementary School
- Glasgow Middle School
- Glen Forest Elementary School
- Justice High School
- Parklawn Elementary School
- Sleepy Hollow Elementary School

**11/29/22**

**Region 2**

**Annandale Pyramid**

- Annandale High School
- Annandale Terrace Elementary School
- Braddock Elementary School
- Bren Mar Park Elementary School
- Columbia Elementary School
- Holmes Middle School
- North Springfield Elementary School
- Poe Middle School
- Weyanoke Elementary School

# Listening | Learning | Leading

## Additional Engagement

### County and State Elected and Appointed Officials

- Bryan Hill, County Executive

#### FAIRFAX COUNTY BOARD OF SUPERVISORS

- Jeffrey McKay, Chairman
- Penelope Gross, Vice Chairman
- Walter Alcorn, Supervisor
- John Foust, Supervisor
- Pat Herrity, Supervisor
- Rodney Lusk, Supervisor
- Dalia Palchik, Supervisor
- Kathy Smith, Supervisor
- Daniel Storck, Supervisor
- James Walkinshaw, Supervisor

#### NORTHERN VIRGINIA DELEGATION TO THE GENERAL ASSEMBLY

## Advisory Councils

### SUPERINTENDENT ADVISORY COUNCILS

- Bus Drivers and Attendants Advisory Council
- Custodial Services Advisory Council
- Educational Support Advisory Council
- Facilities Services Employees Advisory Council
- Food and Nutrition Services Advisory Council
- Office Personnel Advisory Council
- Support Services Employees Advisory Council

# Listening | Learning | Leading

## SCHOOL BOARD ADVISORY COUNCILS

- Adult and Community Education Advisory Committee
- Advanced Academics Programs Advisory Committee
- Advisory Committee for Students with Disabilities (ACSD)
- Career and Technical Education Advisory Committee
- Facilities Planning Advisory Council
- Family Life Education Curriculum Advisory Committee
- Human Resources Advisory Committee
- Minority Student Achievement Oversight Committee (MSAOC)
- School Health Advisory Committee
- Title I Parent Advisory Committee (TPAC)

## Student Leadership

- Incoming Student Rep to School Board
- Outgoing Student Rep to School Board
- Student Equity Ambassador Leads (SEALs)
- Superintendent Student Advisory Council

## Parent/Guardian leadership

- Fairfax County Council PTA (FCCPTA)
- Parents of Autistic Children (POAC)
- Special Education PTA (SEPTA)

## Fairfax Community

- Fairfax County Chief Equity Officer
- Fairfax County Federation of Citizens' Association



# Listening | Learning | Leading

## Diverse Community Groups Including Students and Staff

- Asian Educators Association (AEA)
- Association of Fairfax Professional Educators (AFPE)
- Fairfax Alliance of Black School Educators (FABSE)
- Fairfax Anti-Racist Minds
- Fairfax Association for Elementary School Principals (FAESP)
- Fairfax Association of School Social Workers
- Fairfax County Directors of Student Activities Associations
- Fairfax County Federation of Teachers (FCFT)
- Fairfax Education Association (FEA)
- Fairfax Speech-Language Pathologists' Association
- Fairfax Support Professionals Association (FSPA)
- FCPS Pride
- High School Directors of Student Services Association
- High School Principals Association (HSPA)
- Hispanic Educators' Association (HEA)
- Latinos Unidos por Educational Equity (LUPEE)
- Middle School Directors of Student Services Association
- Middle School Principals Association (MSPA)
- NWEA (formerly known as Northwest Evaluation Association)
- Support Employees' Association
- Virginians Organized for Interfaith Community Engagement (VOICE)

# Listening | Learning | Leading

## Business and Community Partners

- Educate Fairfax Board of Directors
- Dan Domenech, The School Superintendents Association
- Dr. Francisco Duran, Superintendent, Arlington County Public Schools
- Garrison Commander/Fort Belvoir
- Military Child Education Coalition
- Mount Vernon Chamber of Commerce
- National Association for the Advancement of Colored People (NAACP)
- President of George Mason University
- President of Northern Virginia (NOVA) Community College

# Listening | Learning | **Leading**

## **Analysis, Synthesis, and Sharing**

The current secondary education system was developed by a group everyone came to know as the Committee of Ten — nearly 130 years ago — and there is so much there that is valuable. There is also a lot that does not reflect our world, our community today.

It's time to honor the work of the past and also look forward. Listen to employers, higher education institutions, our diverse families, students and staff. This will be our new committee — one that reflects who we are today, learning for careers yet to be imagined, and encourages enrollment in rigorous courses — one that looks like the community of Fairfax.

All the information and feedback gathered as part of the listening and learning sessions, community conversations, data analytics, document review, and thoughtful reflection, will be utilized to develop a summary report and presentation. This will be key, as together we strategically plan forward for next steps in our division journey.

This entry plan serves as a model for continuous inquiry cycles necessary to our goal of being a world class school division. As we think about our promise and commitment to our students, staff, families, and community, we must continue to monitor and adjust our goals, measurements, and priorities in an ever-changing world.

**Together, all things are possible.**