



***KETCHIKAN GATEWAY BOROUGH
SCHOOL DISTRICT
MICHAEL ROBBINS***



Engagement

Relationships

Student Centered



Introduction

In my first month as Superintendent of Ketchikan Gateway Borough School District, I shared my 100-day entry plan. This plan was developed to serve as the blueprint for learning more about the district. This plan had four goals and three outcomes. The goals of the plan were as follows:

Goals

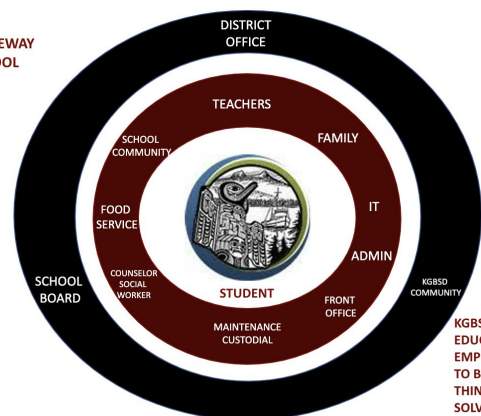
This entry plan was designed to address the following:

- (1) Developing relationships with board members
- (2) Building relationships with students, staff, and community members
- (3) Assess the organizational structure strengths, challenges, and opportunities for improvement.
- (4) Assess the academic program and how it impacts student achievement and learning

Outcomes:

1. Evaluation of the strengths of KGBSD
2. Evaluation of the challenges that face KGBSD
3. Develop a plan to provide a foundation for our district in continuing a student centered learning environment over the next coming weeks, months and years.

KETCHIKAN GATEWAY
BOROUGH SCHOOL
DISTRICT



KGBSD GRADUATE:
EDUCATING AND
EMPOWERING STUDENTS
TO BE LEADERS, CRITICAL
THINKERS AND PROBLEM
SOLVERS.



As mentioned, the official conclusion of this plan would yield a summary of what I saw, heard and learned; my initial impressions of our system's current reality; and the path that I believe we need to take if we are going to reach our fullest potential.

During my first 100 days, I made it a point to meet with as many stakeholders as possible. I spoke with every principal individually, met with teachers and staff, traveled to every site on the first day of school and held meetings with many members of the community. I met with current and former school board members, former KGBSD and neighboring district superintendents, council members, borough members, the mayor, civic and business leaders. I spent time with employees from each department and listened to our dedicated staff who currently serve as the backbone of our organization. I visited various businesses, and community partners. Finally, we conducted a comprehensive review of the district and all schools. All in all, I was impressed with everyone's willingness to be open about the strengths and opportunities for growth within our district. Those conversations have provided me with a great understanding of our current reality.

Looking back, the moments that I cherished the most during my first 100 days are the times spent with students. Whether it was in the classroom, or in one of our many outdoor learning environments, our students displayed a curiosity about the world around them. They showed passion for improving their community and a genuine desire to do well in life. It is apparent that if we create a supportive environment where they can reach their own personal apex, they will rise to any expectations that we place on them.

I also enjoyed the considerable amounts of time spent with teachers, staff, parents and administrators. After every conversation, I walked away impressed with their passion and commitment to our students. Our staff clearly understands the unique perspectives that our students bring. It is clear that they want to have a voice in the strategies we use to develop well-rounded children.

Key Insights

I reflected on data and my many conversations with staff, students and the community. Several themes have surfaced as key insights about the district that will help us move closer to realizing our desired state. The first insight is a strength that we should continue to build upon. The last two insights are opportunities for growth that we need to have a laser-like focus on in the coming months.

Key Insights:

1. We have incredibly dedicated teachers, administrators and staff who are student centered. They are focused on building relationships and engaging students in the learning process.
2. We need to connect the pockets of excellence in our schools to create a more systemic district wide system so all of our students may benefit from the great work of our staff.
3. We need to develop systems and structures that are transparent and applied equitably across the district.

Insight One: We have incredibly dedicated teachers, administrators and staff who are student centered. They are focused on building relationships and engaging students in the learning process.

During my first 100 days I have had the pleasure of visiting many classrooms and having many discussions with teachers and administrators. They are continuously working to make our schools and students better. The lessons that I have witnessed are student centered and focused on improving student achievement and learning. The staff has worked to build relationships with students, and the community to keep students engaged and connected in school. The teachers have embraced the building level professional development and they are working together to develop structures that will help students. We must continue to develop relationships with students and use trauma informed practices to guide our interventions and interactions.

Insight Two: We need to connect the pockets of excellence in our schools to create a more systemic district wide system so all of our students may benefit from the great work of our staff.

We need to improve focus, cohesion, and alignment in our organization. Connecting these pockets will allow teachers and staff to benefit from the work that is effective with our students. The review of our strategic plan would be an excellent place to begin. Much has changed since the last plan was written with COVID and I believe starting the work to revise our plan will create these opportunities and help our district move forward.



Insight Three: We need to develop systems and structures that are transparent and applied equitably across the district.

There are very good existing systems in place that need to be continued. We also need to develop more structures and systems that are transparent and equitable within our system. The development of the HR task force is the first step; how it was developed and managed will help us in the future when faced with other challenges. These systems are essential to creating a district that builds trust with stakeholders.

Next Steps:

Over the course of the year you can expect to see the following improvements that will enable us to become a high-performing school district:

- We will continue to adopt rigorous curricula that contributes to our students' success in high school.
- We will develop an HR handbook that will guide our hiring decisions and practices.
- We will develop an MTSS task force that will create a comprehensive system of support both academically and socially-emotionally for our students.
- We will develop clearly defined roles, responsibilities, and expectations for every level of the organization.
- Using data, we will direct resources and personnel to meet the needs of each of our schools.
- We will continue to develop two-way communication protocols that allow for transparent communication with all stakeholders.
- We will continue to host listening and learning opportunities that allow us to garner suggestions and ideas for improvement.
- We will revisit and revamp our programs and develop a system that reflects our unified commitment to all of our students.
- We will develop a robust professional development program that focuses on the needs of all of our staff members.

In closing, it is important for us to realize changes are needed to capitalize on our strengths and minimize our weaknesses. Taking everything into account I believe that we have an incredible opportunity ahead of us.

Furthermore, by tapping into all of our community resources we can develop an excellent plan of action and unleash the talent that exists within our district. I am confident that we will do great things together.

Superintendent Report



Michael Robbins
Superintendent
November 2022