Spencer - Van Etten
Central School DIstrict

SUPERINTENDENT ENTRY PLAN

Patrick Patterson

**“Together We Achieve
Excellence Beyond Expectations!”**









INTRODUCTION

As Superintendent, I will work collaboratively with the greater Spencer-Van Etten community to ensure we educate and prepare all students for their best future. All actions of this plan intend to align with the Blueprint for Excellence Strategic Plan while enhancing the academic and operational systems of our district. This entry plan is a starting point for my listening and learning tour and it will evolve as I become familiar and engaged with the work occurring in our district. I look forward to collaborating alongside the dedicated Spencer - Van Etten team and the greater community.

PRIORITY GOALS

Collaborative Relationships

Priority Goal #1: Build collaborative relationships with all staff and the greater community of the Spencer - Van Etten Central School District.

My Why: Relationships matter... working in an environment that is built on trust and respect leads to great discussions. It brings out the best in people, especially since every Panther adds critical value to our work. Even better, it builds the collective efficacy of our team for continuous growth and sustainability.

Instructional Program

Priority Goal #2: Analyze the instructional program to see how the curriculum design, instructional practices, assessment and professional learning experiences align systematically while reflecting and connecting this work to the three focus areas of the strategic plan.

My Why: Student learning, having growth mindset, and achievement in all areas are at the center of the work we do as a learning institution. Identifying strengths and ways to enhance the instructional program will maximize student learning and achievement while preparing our Panthers for their future endeavors.

PRIORITY GOALS

Operational Systems

Priority Goal #3: Ensure our operational systems (finance, facilities, human resources, transportation, technology) are functioning effectively and efficiently so that our learning organization can maximize the learning potential for all.

My Why: Effective operational systems are the foundation that allows our district to focus on our core mission of learning. When systems are efficient, transparent, and aligned, resources are maximized, staff can focus on instruction rather than navigating barriers, and families experience a district that runs smoothly and responsively. Strengthening these systems builds trust, ensures fiscal responsibility, and creates the stable infrastructure necessary to sustain educational excellence.

Strategic Communication

Priority Goal #4: Create a communication strategy that keeps the Spencer - Van Etten Central School District and community informed while celebrating the work we do with the local and global community.

My Why: Keeping the narrative visible brings consistency, clarity and momentum to our work. This provides opportunities to celebrate student learning and staff accomplishments while also branding our district positively throughout the community. Strategic communication is essential to cultivating trust and a shared purpose. When people understand the work happening within the district, it enhances the partnerhships among stakeholders, the overall culture/confidence among the greater community.

GUIDING DOCUMENTS

Blueprint for Excellence



BLUEPRINT FOR EXCELLENCE
PRIORITY AREA GOALS

Well Rounded Students	**Goal:** We will provide students with access to a variety of real-life, hands-on educational programs and opportunities that prepare them for their chosen pathways.
The Student Experience	**Goal:** We will provide a flexible and individualized environment that meets needs, offers choices and opportunities, and has clear, consistent expectations.
Community Connections	**Goal:** We will create a communication plan that strategically shares district information while intentionally collaborating and partnering with the local community.

Leadership Style



Core Values

Welcoming Culture for All	Collaborative Relationships	Focus on the Whole Child	Strong Community Partnerships
Aligned Curriculum, Instruction, & Assessment	Articulated Continuum of Services	Future Ready Learning & Empowerment	Authentic Learning & Backward Design
Staff Expertise, Knowledge, & Collective Efficacy	Collaborative Inquiry	Data Driven Decision Making	Job Embedded Professional Learning
Honor the Learning Journey of All	Growth Mindset	Diversity, Equity, and Inclusion	Arts & Athletics Enhance Academics
Student Connectedness	Celebrate School & Community Pride	Robust Opportunities & Experiences	Lead with Kindness, Trust, & Fairness

Entry Plan Timeline





Spencer - Van Etten Central School District

OUR MISSION

We educate and prepare all students for their best future.

OUR VISION

We provide a well-rounded education for all students within a safe, caring, challenging, and inspiring school community.

OUR CORE VALUES

Our vision and mission can be accomplished if all of our work is focused on clearly defined and consistently demonstrated core values.

WE WILL:

- *Act ethically and demonstrate integrity.*
- *Hold ourselves accountable.*
- *Communicate clearly and consistently.*
- *Model respect and responsibility.*
- *Build trust in our relationships.*
- *Promote continuous growth.*
- *Create student centered environments.*

OUR MOTTO:

Together We Achieve
Excellence Beyond Expectations







BLUEPRINT FOR EXCELLENCE PRIORITY AREA GOALS

Well Rounded Students	**Goal:** We will provide students with access to a variety of real-life, hands-on educational programs and opportunities that prepare them for their chosen pathways.
The Student Experience	**Goal:** We will provide a flexible and individualized environment that meets needs, offers choices and opportunities, and has clear, consistent expectations.
Community Connections	**Goal:** We will create a communication plan that strategically shares district information while intentionally collaborating and partnering with the local community.

SPENCER - VAN ETTEN
CENTRAL
SCHOOL DISTRICT





Blueprint for Excellence Accountability

Timeframe	Activity	Who
October 2025	Blueprint Plan Presented to the BOE and Community	◦ Superintendent ◦ Administrators
November 2025	Blueprint Plan “unpacked” and shared with the faculty and staff at faculty meetings.	◦ Principals
February 2026	Blueprint Budget Recommendations Blueprint Expenditures Finalized	◦ Superintendent ◦ Administrators ◦ School Business Administrator
May 2026	Blueprint Updates provided to the BOE, Community, and Staff	◦ Superintendent ◦ Administrators
July 2026	Blueprint Planning Day Held Plan Updated for 26-27	◦ BOE ◦ Superintendent ◦ Administrators ◦ Staff ◦ Community Members
August 2026	Blueprint Summary and Launch for 2026 - 2027	◦ Superintendent ◦ Administrators
November 2026	Blueprint Update – Goal 1 - Goal 2 (February 2027) - Goal 3 (May 2027)	◦ Superintendent ◦ Administrators
Summer 2027	Blueprint Phase 3 Developed	◦ BOE ◦ Superintendent ◦ Administrators ◦ Staff ◦ Community Members

LEADERSHIP STYLE



CORE VALUES

Welcoming Culture for All	Collaborative Relationships	Focus on the Whole Child	Strong Community Partnerships
Aligned Curriculum, Instruction, & Assessment	Articulated Continuum of Services	Future Ready Learning & Empowerment	Authentic Learning & Backward Design
Staff Expertise, Knowledge, & Collective Efficacy	Collaborative Inquiry	Data Driven Decision Making	Job Embedded Professional Learning
Honor the Learning Journey of All	Growth Mindset	Diversity, Equity, and Inclusion	Arts & Athletics Enhance Academics
Student Connectedness	Celebrate School & Community Pride	Robust Opportunities & Experiences	Lead with Kindness, Trust, & Fairness

ENTRY PLAN TIMELINE

Nov. 2025

Preparation & Planning

Jan. 2026

Listening & Learning Tour

Analysis & Reflection

Mar 2026

June 2026

Strategic Alignment & Goal Setting

Dec. 2026

Year-end Summary & Year 2 Road Map

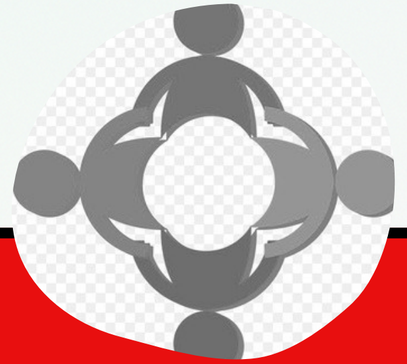
ENTRY PLAN DRIVERS



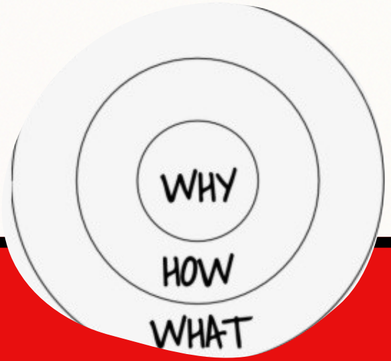
Systems Thinking



Core Values & Beliefs



Maximize Resources



Intention, Connection, Direction



Evidence & Research Based



SMART Goals & Objectives

PREPARATION & PLANNING

Purpose

- Build a foundational understanding of Spencer-Van Etten Central School District while building relationships throughout the greater school community.

Timeline

- November 1, 2025 - December 31, 2025

Projected Impact

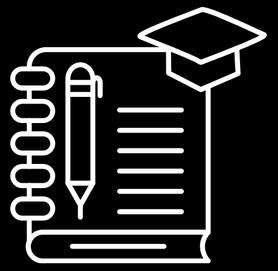
- Development of relationships with various stakeholders
- Strengthen understanding of district operations
- Year-long entry plan outline



PREPARATION & PLANNING

Collaborative Relationships

GOAL	TASK
Build collaborative relationships with all staff and the greater community of the Spencer - Van Etten Central School District.	Model professionalism and be present in all tasks to build collaborative partnerships while also building intention, connection, and direction throughout the district.
	Meet with the Board of Education to: • Review my current entry plan. • Gain perspective and history of our district and community culture. • Learn about recent board decisions, policy changes and governance dynamics.
	Meet with each Board of Education Member to discuss: • What is your 'why' at being a BOE member at Spencer - Van Etten? • What are you proud of about Spencer - Van Etten? • What challenges exist in Spencer - Van Etten? • What are your hopes & dreams for Spencer - Van Etten? • How can I help you in your role?
	Be visible and approachable at school and community events:. • Attend various community organization meetings and events. • Host a meet and greet event(s) with students and families. • Create a video message to the community and share via social media and the website.
	Connect with Superintendent Case to: • Learn about the historically significant work of the past while also reviewing the current work happening. • Discuss and build an understanding of current contracts, building condition surveys, legal topics, and budgetary information. • Connect with each leader for general introductions and tours to initiate a good working relationship.
	Connect with the GST BOCES, New Superintendent Institute and Tioga County Superintendent Groups to: • Build contacts with the regional leaders to understanding systems and structures that exist in our BOCES region. • Deepen my understanding of the work happening regionally. • Build a deeper understanding of the GST BOCES supports that can benefit Spencer - Van Etten. • Set up a 1:1 meeting with GST BOCES District Superintendent



PREPARATION & PLANNING

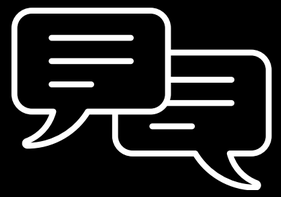
Instructional Program

GOAL	TASK
Analyze the instructional program to see how the curriculum design, instructional practices, assessment and professional learning experiences align systematically while reflecting and connecting this work to the three focus areas of the strategic plan.	Review the following documents to deepen my understanding of the instructional program while starting the work identified within: • District plans (MTSS, PBIS, SEL, Professional Learning, Instructional Technology, Special Education, APPR, Course Guides, etc.) • Building plans (building goals, staff handbook, student handbook, etc.) • Curriculum maps and materials • Local and state assessment data (student achievement, attendance, discipline, etc.)
	Facilitate work around the Blueprint for Excellence Strategic Plan.
	Work with the administrative team to update and review our process for APPR including: • Monitor for inter-rater reliability through trainings. • Standardize the process and expectations for pre and post conferences. • Implement an updated tenure recommendation process.
	Collaborate with district/ building teams and departments to discuss our instructional program. • What does a portrait of a S-VE graduate look like? • How do curriculum, instruction, assessment, and professional learning align and work harmoniously together? • What is our vision of and strongly held beliefs of the instructional program? celebrations and next steps? • What learning experiences do we value? • How do we embed growth mindset, character education, mental health, technology, future-readiness, etc. in the CIA? • Review/create a process to analyze our instructional program. Identify trends of strengths and areas of growth within our curriculum, instruction, assessment, and professional learning practices.
	Collaborate with the Director of Instructional Support, Athletic Director/Manager, Computer Services Coordinator to familiarize myself with the instructional procedures and performance of those departments.
	Collaborate with the Candor Superintendent and Athletic Director to discuss our SVEC athletic partnership.

PREPARATION & PLANNING

Operational Systems

GOAL	TASK
Ensure our operational systems (finance, facilities, human resources, transportation, technology) are functioning effectively and efficiently so that our learning organization can maximize the learning potential for all.	Review the following documents to deepen my understanding of the operational program: • The current and past year budgets including (revenue sources, budgetary priorities/expenditures, grants, title funding, etc.). • Board of Education minutes/policies, contracts and district procedures. • District and building emergency response plans. • Collective bargaining agreements, staff retention rates and hiring trends.
	Meet with the current superintendent and the school business administrator to review district processes and procedures to maximize the building budget with a lens of fiscal stewardship. • Analyze how the budget has been allocated in the past to strategically maximize resources. • Develop the budget development calendar and template for the budget presentations for the 2026-2027 year. • Review the previous audit and confirm steps for the corrective action plan.
	Tour the facilities with the building principals to familiarize myself with the operational procedures of each of the three academic buildings.
	Continue the work to inform the community about the Capital Project referendum vote in December 2025. • Review the work that went into the development of the current capital project referendum. • Meet with community partners and groups (SVEYA, PTO, community forums, etc.).
	Collaborate with the Transportation Supervisor, Food Service Manager, Director of Facilities, Computer Services Coordinator to familiarize myself with the operational procedures of those departments.



PREPARATION & PLANNING

Strategic Communications

GOAL	TASK
Create a communication strategy that keeps the Spencer - Van Etten Central School District and community informed while celebrating the work we do with the local and global community.	Remain up to date with state guidance and mandates through NYSSBA, NYSCOSS, RSA, New Superintendent Institute and other resources.
	Meet with the district clerk and secretary to the superintendent to review procedures of the office while also: • Reviewing standard operating procedures of the various tasks of the district office. • Build a calendar for January - July in order to carry out the various actions of this entry plan. • Review the BOE calendar and procedures with BoardDocs, policies, etc.
	Discuss with our communication specialist: • What does the 2025-2026 communication plan entail? • Craft a welcome letter and video to introduce myself to the school community. • Plan communication cadence (newsletters, updates, meetings). • Evaluate our communication strategies to the various stakeholder groups. • Review our website and social media presence. • Consider branding templates and practices that can highlight our district and the Blueprint for Excellence Strategic Plan.
	Set a schedule of Superintendent Staff Chats with each building and department as part of the learning and listening tour within the first three months.
	Establish entry plan tools: listening protocols, note-capture systems, stakeholder questions.
	Connect with staff and community with positive notes, phone calls and social media recognition.
	Utilize social media to promote Panther Pride.

LISTENING & LEARNING TOUR

Purpose

- Understand the organization’s culture, systems, relationships, and needs.

Timeline

- January 1, 2026 - March 30, 2026

Projected Impact

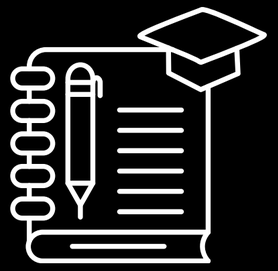
- Development of relationships with various stakeholders
- Strengthen understanding of district operations and achievement
- Stakeholder groups are informed of S-VE happenings through an intentionally designed communications calendar



LISTENING & LEARNING TOUR

Collaborative Relationships

GOAL	TASK
Build collaborative relationships with all staff and the greater community of the Spencer - Van Etten Central School District.	Model professionalism and be present in all tasks to build collaborative partnerships while also building intention, connection, and direction throughout the district.
	Attend one staff meeting at each location & one of each parent/booster group to: • Share entry plan and introduce myself. • Listen and learn from our Spencer-Van Etten stakeholders.
	Meet with Spencer- Van Etten staff (at meetings) to discuss: • What is your 'why' at being an educator and at Spencer - Van Etten? • What are you proud of about Spencer - Van Etten? • What challenges exist in Spencer - Van Etten? • What are your hopes & dreams for Spencer - Van Etten? • How can I help you in your role?
	Collaborate with the district and building leadership teams to build positive relationships and to discuss the above questions while also gaining perspective of history.
	Intentionally schedule time to be in classrooms with staff and students.
	Connect with local legislators and community leaders to introduce myself and my role within the district. Lay a foundation of partnership and advocacy for the benefit of our students and their school experience. Review calendars of local community groups meeting schedules. Visit one time annually. Create a cycle for future meetings - possibly 3-4 times a year at S-VE facilitated by me.
	Build relationships with Tioga County and GST BOCES superintendents while considering ways to partner proactively.
	Continue visibility at school and community events.



LISTENING & LEARNING TOUR

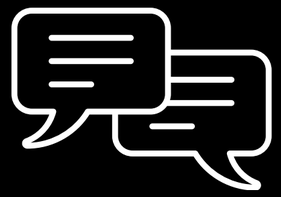
Instructional Program

GOAL	TASK
Analyze the instructional program to see how the curriculum design, instructional practices, assessment and professional learning experiences align systematically while reflecting and connecting this work to the three focus areas of the strategic plan.	Continue reviewing district documents identified in phase 1 of the plan to deepen my understanding of the instructional program.
	Facilitate work around the Blueprint for Excellence Strategic Plan.
	Meet with each leader to discuss their SMART goals and what their vision, mission, and goals for the building/department they lead are and ask: • What are your short-term needs and long-term goals? • What are the trends of strength and areas of growth related to student achievement and growth data? • What is the current work happening within each area to build an understanding of the why, the what, and the how. • Gain insight on their vision for students and staff.
	Work with the administrative team to update and review our process for MPPR including: • Do we want to use an online platform for MPPR process such as SuperEval?
	Complete learning walks with the administrative team to see learning in action. • Celebrate learning experiences and discuss needs with a lens and culture of collective continuous improvement.
	Collect ‘street data’ on the student experience to build my baseline understanding of the school culture to build upon. • Look for evidence where we cultivate creative, problem solving, and future ready citizens with rich experiences and positive relationships in our day-to-day work.
	Meet with the instructional leadership team to learn about the work happening in S-VE. • What is our vision for curriculum, instruction, assessment and professional learning? • Define professional learning experiences for staff to support their short-term needs and long-term goals with a lens on professional learning standards & adult learning theory. • What does our data say regarding student learning and instructional practices? Where are we headed next? • Review the continuum of services in place while starting to envision the MTSS-I work of the future for all students. • Define professional learning plan for ALL staff to support staff in their short-term needs and long-term goals.
	Connect with community partners to deepen an understanding on how they enhance the learning experiences of our students and how we can connect our students to the local community now and into the future.
	Continue collaboration with Candor on our SVEC athletic partnership.

LISTENING & LEARNING TOUR

Operational Systems

GOAL	TASK
Ensure our operational systems (finance, facilities, human resources, transportation, technology) are functioning effectively and efficiently so that our learning organization can maximize the learning potential for all.	Continue reviewing the district documents identified in phase 1 of the entry plan to deepen my understanding of the operational program.
	Collaborate with the school business administrator and cabinet to develop the 2026 -2027 budget. • Department highlights at various budget presentations. • Collaborate with communication specialist about a branded templates to present budget with. • Determine infographics that best reflect our historical information. • Highlight budget priorities connected to the Blueprint for Excellence Strategic Plan.
	Meet with the association leadership teams to discuss celebrations and challenges. • What are your short-term needs and long-term goals? • Set up a labor management meeting calendar with each unit to monitor needs and discuss solutions.
	Complete a ‘walk and talk’ with the Director of Facilities at each site to further discuss safety protocols and the most recent building condition survey.
	Complete a ‘drive and talk’ tour of the district with the Transportation Department and discuss bussing and our community. Ride each bus route.
	Collaborate with the Transportation Supervisor to review questions that came up during CSEA Negotiations about the bidding process for routes.
	Review intermunicipal agreements and determine if there should be others.
	If the capital project referendum passes, work with our partner groups during the design phase including stakeholder user group meetings.



LISTENING & LEARNING TOUR

Strategic Communications

GOAL	TASK
Create a communication strategy that keeps the Spencer - Van Etten Central School District and community informed while celebrating the work we do with the local and global community.	Remain up to date with state guidance and mandates through NYSSBA, NYSCOSS, RSA, New Superintendent Institute and other resources.
	Continue reviewing the following tasks at the weekly district office meeting: • Reviewing standard operating procedures of the various tasks of the district office. • Create systems to ensure our team functions as one with nuances so that procedures and tasks are efficiently handled. • Consider Breakthrough Coach training.
	Weekly meetings with the communication specialist: • Invite our communication specialist into our leadership team meetings to bridge our communication strategy to the entire leadership team. • Continue conversation to develop the 2026 - 2027 communication plan.
	Facilitate Superintendent Staff Chats with each building and department as part of the learning and listening tour within the first three months. Share entry plan and ask questions listed on previous chart.
	Utilize a communication platform to communicate our efforts as a district to our staff and community weekly with the following sections: • Strategic plan connections. • Updates from district and state. • Snapshots of learning in action.
	Host a BOE retreat to collaboratively determine goals for the first year as superintendent and: • Reach out to Jason Andrews to help faciliate our first retreat. • Review agendas, procedures, communications, budget development • Provide updates to the BOE on a weekly basis about the work happening around the district, celebrations, next steps and more.
	Utilize social media to promote Panther Pride.

ANALYSIS & REFLECTION

Purpose

- Synthesize information, identify trends, and determine true root causes behind issues.

Timeline

- April 1, 2026 - June 30, 2026

Projected Impact

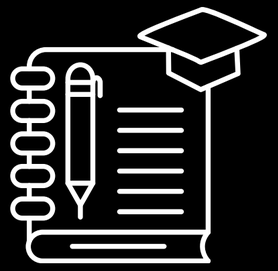
- Continued development of relationships with various stakeholders
- Strengthen understanding of district operations and achievement
- Analyze trends to start developing an action plan for 2026 - 2027
- Stakeholder groups are informed of S-VE happenings



ANALYSIS & REFLECTION

Collaborative Relationships

GOAL	TASK
Build collaborative relationships with all staff and the greater community of the Spencer - Van Etten Central School District.	Model professionalism and be present in all tasks to build collaborative partnerships while also building intention, connection, and direction throughout the district.
	Revise this section based on the first two phases of the entry plan.
	Connect with students and get to know their names, interests and more. Read in classrooms, visit clubs, conduct town halls and more to discuss: • What are you proud of about Spencer - Van Etten? • What challenges exist in Spencer - Van Etten? • What opportunities do you want in Spencer - Van Etten? • What are your hopes & dreams for Spencer - Van Etten?
	Connect with community partners to deepen an understanding on how they enhance the learning experiences of our student and how we can connect our students to the local community now and into the future. • Community groups connected to our curriculum. • Local government, businesses, clergy, town organizations, etc.
	Vet priorities with leadership teams, unions, staff, students, families and refine goals based on feedback collected in phases one and two.
	Continue visibility at school and community events.



ANALYSIS & REFLECTION

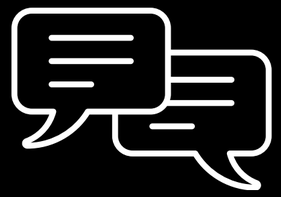
Instructional Program

GOAL	TASK
Analyze the instructional program to see how the curriculum design, instructional practices, assessment and professional learning experiences align systematically while reflecting and connecting this work to the three focus areas of the strategic plan.	Continue reviewing the district documents identified in phase 1 of the entry plan to deepen my understanding of the instructional program.
	Facilitate work around the Blueprint for Excellence Strategic Plan.
	Complete learning walks with the administrative team to see learning in action. • Celebrate learning experiences and discuss needs with a lens and culture of collective continuous improvement. • Build a continued system where this practice occurs a minimum of once a month with each instructional leader.
	Conduct a data synthesis from feedback collected in phase one and two: • Identify patterns from stakeholder feedback, academic data, & operational analysis. • Highlight bright spots, system gaps, inequities, and opportunities.
	Connect with community partners to deepen an understanding on how they enhance the learning experiences of our students and how we can connect our students to the local community now and into the future.
	Facilitate a book study Lead from Where You Are to discuss how we can focus our work by building intention, connection and direction in our schools.

ANALYSIS & REFLECTION

Operational Systems

GOAL	TASK
Ensure our operational systems (finance, facilities, human resources, transportation, technology) are functioning effectively and efficiently so that our learning organization can maximize the learning potential for all.	Continue reviewing the district documents identified in phase one and two of the entry plan to deepen my understanding of the operational program.
	Collaborate with the school business administrator and cabinet to finalize the 2026 -2027 budget. • Implement audit corrective action plans with various check in meetings (I.e. monthly treasurer report, quarterly grant report). • Review resources and conduct a capacity planning review: budget alignment, staffing/organizational structure adjustments and support systems
	Meet with the association leadership teams to discuss celebrations and challenges. • Implement the labor relations calendar set in phase two while now setting norms with each association.
	Complete a Root-Cause Analysis on Systems: • Identify where systems are fully functioning. • Identify where systems lack coherence or alignment.
	If the capital project referendum passes, work with our partner groups during the design phase including stakeholder user group meetings.
	Look at the district policy review cycle and ensure policies are up to date and determine if we are missing any. Ensure there is a rotating review process with the BOE.
	Review personnel procedures o Recruiting, hiring, certification, tenure, seniority, needs assessment, negotiation teams, labor management teams



ANALYSIS & REFLECTION

Strategic Communications

GOAL	TASK
Create a communication strategy that keeps the Spencer - Van Etten Central School District and community informed while celebrating the work we do with the local and global community.	Remain up to date with state guidance and mandates through NYSSBA, NYSCOSS, RSA, New Superintendent Institute and other resources.
	Continue reviewing the following tasks at the weekly district office meeting: • Reviewing standard operating procedures of the various tasks of the district office. • Monitor systems to ensure our team functions as one with nuances so that procedures and tasks are efficiently handled.
	Weekly meetings with the communication specialist: • Continued tasks as determined through the proposed capital project, implementing the 2025- 202 communication plan and more. • Continue conversation to develop the 2026 - 2027 communication plan.
	Continue to connect with local legislatures and community leaders to introduce myself and my role within the district. Lay a foundation of partnership and advocacy for the benefit of our students and their school experience.
	Refine the communication platform to communicate our efforts as a district to our staff and community weekly with the following sections: • Strategic plan connections. • Updates from district and state. • Snapshots of learning in action.
	Build opportunities to enhance student leadership, voice, & choice while developing school spirit and community pride.
	Spread Panther Pride locally and regionally to enhance our brand and reputation as a distinctive rural district in the Southern Tier of New York.

STRATEGIC ALIGNMENT & GOAL SETTING

Purpose

- Build strategic priorities and actionable goals rooted in the first half of the year's findings.

Timeline

- July 1, 2026 - November 30, 2026

Tasks

- Goal Development:
  - Establish goals for short-term and long-term goals aligned to district vision and strategic plan. Include indicators of success, metrics, and expected outcomes.
- Create findings report from Phase 1-3 and share with BOE:
- Strategic Alignment:
  - Align goals to systems:
    - relationships, instruction, operations, communications

YEAR-END SUMMARY & YEAR 2 ROAD MAP

Purpose

- Launch focused priorities with clear checkpoints, communication, and sustainability planning.

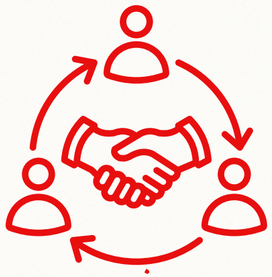
Timeline

- December 1, 2026 - January 1, 2027

Tasks:

- Monitoring Structures:
  - Implement data cycles and progress-monitoring tools.
  - Review check-in and stakeholder contact schedule
- Year-End Reflection & Planning:
  - Evaluate successes, challenges, and lessons learned.
  - Begin planning for Year 2 implementation and adjustments.

WHY THIS APPROACH?



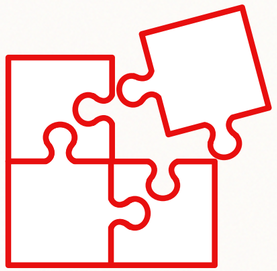
Collaborative



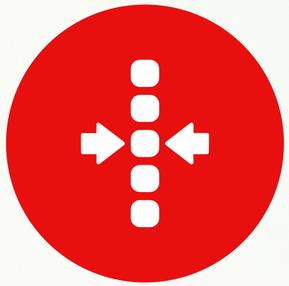
Data-Driven



Actionable



Intention, Connection, Direction



Aligned



Transparent

TOGETHER *We* ACHIEVE





