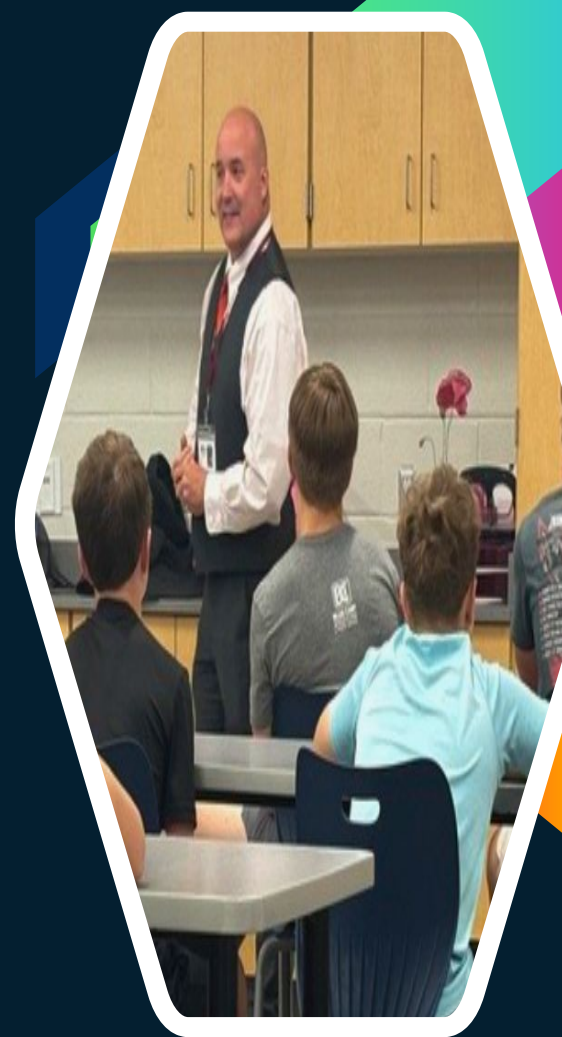




Montgomery County
Public Schools

Dr.
Guempel's
90 Day
Executive
Summary



Contents

1. **Engage & Explore:** Listening Sessions, Interviews, school visits, community engagement
2. **Evaluate & Design:** Practices, Policies, Immediate & Short-Term Goals
3. **Focus Forward:** Dr. Guempel's 7 Leadership Strategies & proposed initiatives



1. ENGAGE & EXPLORE

Listening Sessions & Interviews



Auburn Middle School

Blacksburg High School

Eastern Montgomery Elementary School

Christiansburg Middle School

Gilbert Linkous Elementary School

Margaret Beeks Elementary School

Christiansburg High School

Price's Fork Elementary School

MCPS Building Principals

School Board Members

MCPS Assistant Principals

Board Of Supervisors

County Administrator

NRVCS Counseling Services

Dialogue on Race

Town Of Blacksburg Mayor

Town of Christiansburg Mayor

Montgomery County Sheriff

Blacksburg Chief of Police

Christiansburg Chief of Police

Blacksburg Rotary

MCPS Counselors

VT Director of Youth and Community Education

Greater Montgomery Liaison Group

Christiansburg Institute

Montgomery Regional Economic Development Commission

Western Virginia Public Education Commission

Region 6 Superintendent's Group

NRV Regional Juvenile Detention

“Montgomery County is a great place to live and raise your kids – that’s why we chose to build our home here.”

“We chose to live here because of the schools”

“I know my teachers and coach care about me as a person”

“People who have moved in from other areas understand how good the quality of life is here in Montgomery.”

“I feel like our staff is like a family”

“It’s the people that make MCPS great – we just have really good people”

“MCPS just offers more than the surrounding divisions – my 3 kids have done really well here.”

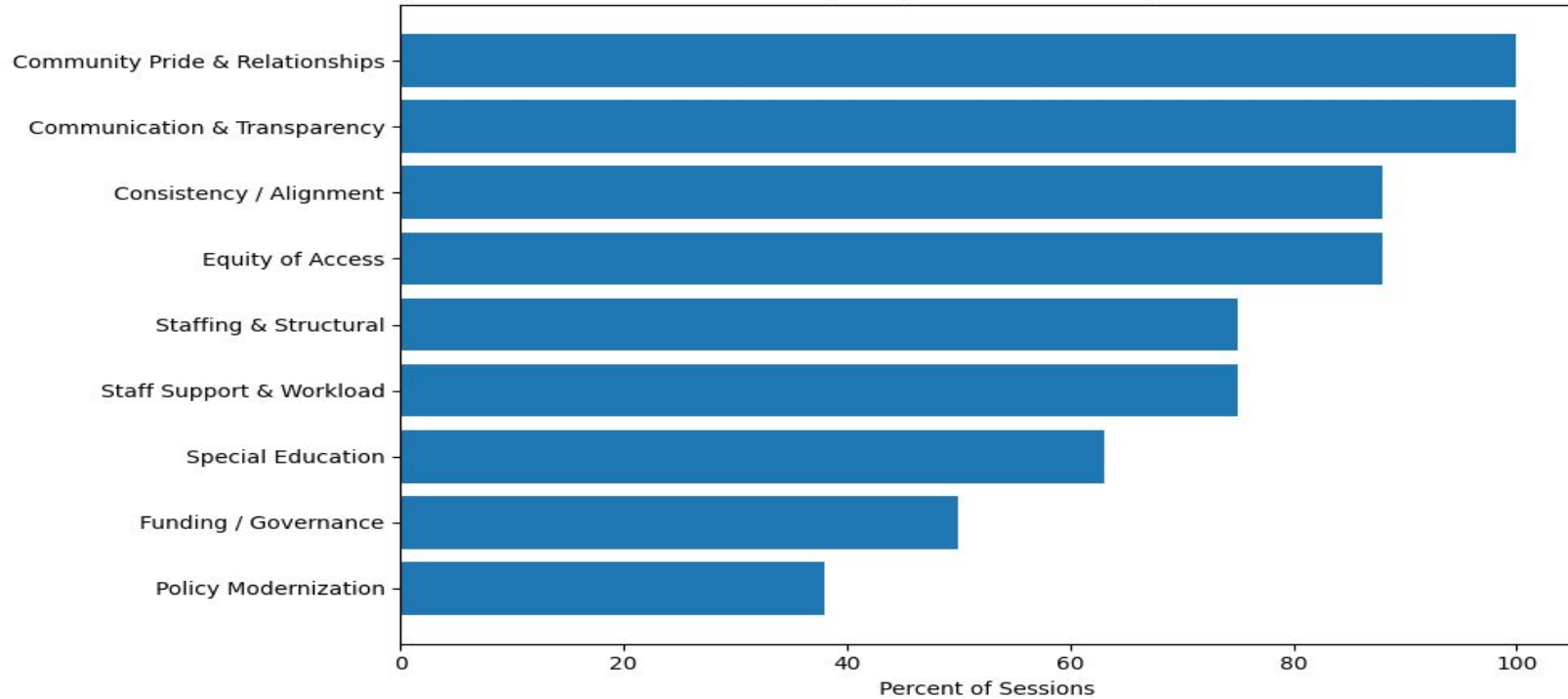
“My family went through kind of a rough time and MCPS really helped us get through it”

“You can’t go wrong with any of our four high schools – I think each has a unique personality but all of them are good schools”

4

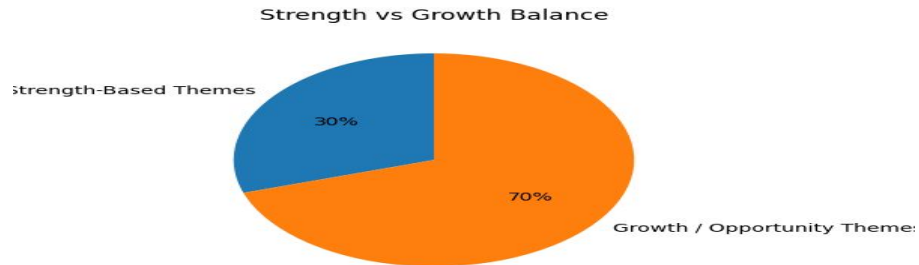
Theme frequency reflects a triangulated analysis of stakeholder listening sessions, division leadership and school board interviews, and the Superintendent Search Firm's Leadership Profile, ensuring alignment between community voice and leadership expectations.

Theme Frequency Across 8 Listening Sessions



Key Insights & Strategic Focus

- 100% alignment on community strength and communication
- 88% alignment on equity and system consistency
- 75% alignment on staffing and staff support
- Strong foundation with opportunity to align systems
- Clear direction for strategic planning priorities

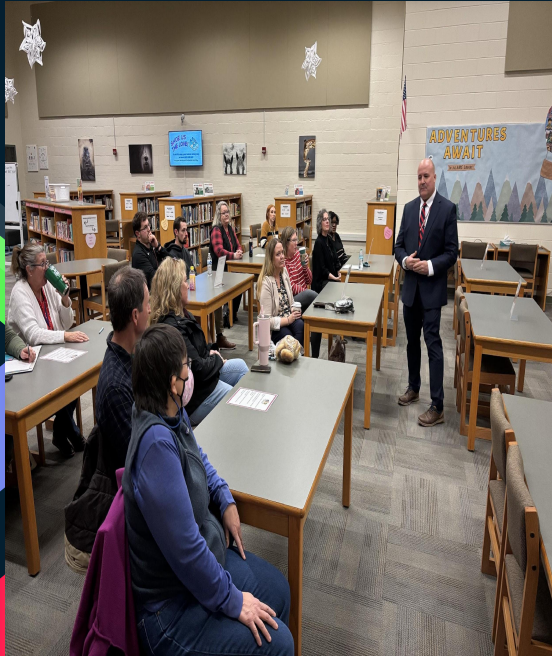


Dr. Guempel's 90 Day Summary

AI Podcast



Montgomery County
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2. EVALUATE & DESIGN

- Immediate needs addressed
- Focus forward



IMMEDIATE GOALS (achieved)

- > Organizational Chart Review
- > 8 Listening Sessions (community)
- > Division Level Staff Engagement
 - > Central Office Leadership
 - > Principals
 - > Assistant Principals
 - > Counselors
- > Engage in School Visits
 - > Informal
 - > Principal Interviews
 - > Classroom Visits
- > Launch Board Meeting Prep Sessions

3. Focus Forward

KEY STRATEGIES TO ACHIEVE

Dr. Guempel's 7 KEY LEADERSHIP
RESOLUTIONS



STRATEGIC TARGET #1:

Establish a positive, professional climate of mutual trust and respect among faculty, staff, and administrators

- › Enlist The Donovan Group to provide increase visibility, communication, and image production
- › Continue to provide outward facing direct communication from the Superintendent to constituents on critical issues
- › Provide mechanisms for stakeholder input on key decisions (parent, teacher & student advisories)
- › Employ Vector training for safeguarding and staff safety certifications
- › Provide opportunities for staff to engage with our school board on key presentations.
- › Continue to collaborate and engage with MCEA



STRATEGIC TARGET #2:

Provide students with a clear vision for the future

- › Foster respect and value for every student in every classroom
- › Continually monitor and address achievement, attendance, and disciplinary data
 - › Consider joining CIP (Comprehensive Instructional Program)
 - › [MCPS SOL State Ranking](#)
 - › [MCPS SOL State Rankings by Group](#)
- › Create MCPS 4E Pathways:
 - › Enlisted, Enrolled, Employed, Engaged
 - › Elementary – Exploration
 - › Middle – Exposure
 - › High – Equip
- › Expand Opportunities for all student groups:
 - › Radford Governor’s School
 - › Additional CTE Offerings
 - › NRV-Reset Regional Day Treatment Program



STRATEGIC TARGET #3:

Recruit and Retain Effective Personnel

- › Continue to focus on creating positive climate and culture in all working environments within MCPS.
 - › Compensation
 - › Support
 - › Benefits
- › Provide meaningful professional development
 - › Enlist VECTOR training
 - › Office of School Improvement
 - › Director of Innovation & Advanced Practice
- › Promote a true work-life balance for professional employees
 - › Support Collective Bargaining Agreements
- › New Teacher/Career Switcher Coaching Program
 - › Instructional coaching through recent retiree program



STRATEGIC TARGET #4:

Develop a Comprehensive Communication Process

- › Clear and Consistent Messaging
 - › The Donovan Group – webpage, social media, outreach standards
- › Two-way communication between stakeholders
 - › Teacher-Superintendent Advisory
 - › Parent-Superintendent Advisory
 - › Student-Superintendent Advisory
- › Set Clear expectations for an effective resolution process
 - › Adopt resolution outlining process
- › Provide our school board and the public timely data regarding the overall state of affairs in the division (grades, attendance, discipline, vacancy rates, etc)



STRATEGIC TARGET #5:

Establish improved organizational practices, procedures, and policies.

- › Create immediate need, 1 yr, 2 yr, and long range CIP
- › Establish procedure for the review overdue and outdated policies
- › Outline new protocol for the School Board personnel packet information
- › Create an opportunity for the School Board to lend guidance and expertise to the creation of improved division public presentations.
- › Revamp the disciplinary review hearing process
- › Construct division level reorganization for improved internal communication, collaboration, and organizational continuity.
- › Launch timeline for new strategic plan



STRATEGIC TARGET #6:

Maintain high visibility, engagement, and accessibility in the community

- › Conduct several school and classroom visits each week during school.
- › Actively engage with community organizations (Rotary, Dialogue on Race, etc)
- › Continue to attend school and community athletic, fine arts, and recognitions, and other events.
- › Respond to all emails & phone calls in a timely, thoughtful manner that invites additional dialogue.
- › Create MCPS 4E Expo bringing together all 5th – 8th grade students to expose families to all MCPS program offerings and pathways.



STRATEGIC TARGET #7:

Budget & Fiscal Stewardship

- › Begin formation of annual budget in July
- › Create oversight committee's
 - › MCPS Finance & Audit Committee (financial statements)
 - › MCPS Finance Board (review large scale expenditure plan)
- › Provide timely updates to School Board & Board of Supervisors on major project progress, issues, changes.
- › Create outward facing webpage to keep public informed of progress on major projects
- › Continue to seek grants and cost saving opportunities



SUPERINTENDENT 90-DAY EXECUTIVE SUMMARY

Questions?

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THANK YOU!