

90-DAY ENTRY PLAN

MILLARD HOUSE II

SUPERINTENDENT OF SCHOOLS

**PLANTING THE SEEDS:
LISTEN, LEARN, LEAD**



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LETTER FROM THE SUPERINTENDENT



Dear Prince George's County Public Schools Community,

I am humbled and honored to join Prince George's County Public Schools as Superintendent with the charge of leading more than 130,000 extraordinary students and 20,000 dedicated teachers and staff.

Excellence, inclusion and equity have been the driving forces behind my entire career. The diversity and excellence of Prince George's County embodies the values and dreams I hold close. These pillars not only shape every decision I make, but they will also be the foundation for the action this administration undertakes. I want you to know that a commitment to equitable opportunities and resources for all will guide my work.

Toward that end, I have developed a First 90 Days transition and entry plan – Planting the Seeds: Listen, Learn, Lead – to guide my focus areas as the new superintendent. Since taking the helm of the school system on July 1, my first order of business has been to immerse myself in our diverse community. I have visited schools; met educators, administrators and school board members; attended systemic professional development conferences for our principals and assistant principals; and engaged with families and community members whose roots run deep in Prince George's County. I have also assembled my Cabinet, blending executive leaders with diverse experiences and a shared commitment to our students.

Over the next few weeks, I will continue to listen and learn, taking account of what is working well, identifying areas for improvement and identifying the steps we need to take to realize our vision of moving PGCPs forward. Following this vital engagement, I will present a comprehensive report based on my observations and findings.

I invite you to join me in the pursuit of excellence that this community deserves. When we merge hope, inspiration and a strong culture with strategy and data, great things are possible. Together, I look forward to forging a path toward excellence, collaboration, trust and transformation that gives new meaning to "PGCPs Proud."

I thank you in advance and I look forward to hearing directly from you in the coming weeks. Together, we will take the necessary steps toward cementing the brightest future possible for our students and staff.

Sincerely,

Millard House

Millard House II, Superintendent of Schools

VISION

Our vision paints the image of a premier educational environment that values the rich uniqueness of who we are as we develop and equip life-long learners, leaders, empowered proponents of justice and prosperous communities to thrive in the global society:

A culturally responsive district developing distinguished learners, leaders, voices of social justice, and advocates for humanity for the world of today, tomorrow, and beyond.

MISSION

Our mission defines our purpose and the scope of our work. It communicates why we exist and what we hope to contribute to society:

Provide a transformative educational experience anchored by excellence in equity – developing 21st century competencies and enabling each student’s unique brilliance to flourish in order to build empowered communities and a more inclusive and just world.

CORE VALUES

Our core values articulate our key beliefs about students, learning, stakeholder responsibility, and the elements necessary to achieve equity and excellence in education:

1. Students are our priority and all students can achieve at high academic levels.
2. Families, students and educators share the responsibility for student success.
3. High expectations inspire high performance.
4. All staff share the responsibility for a safe and supportive school environment contributing to excellence in education.
5. The support of everyone in our community is essential to the success of our schools and students, and this success enriches our community.
6. Continuous improvement in teaching, leadership and accountability is the key to our destiny.

OUTCOMES

Stepping into the role of Superintendent is an honor and responsibility that shall be demonstrated in the trusting and collaborative relationships that will be developed with the Board of Education and Prince George's County Public Schools community at large. This must include working and partnering with organizations of all types to uplift and expand the work of the second-largest and most diverse district in the state of Maryland to ensure all students have access to an equitable and high-quality education. We will work together to ensure that our students have the opportunity to establish their careers and continue their family and community legacy of excellence. To maximize impact, we will demonstrate the need to engage all community voices to establish a shared conversation around the following outcomes:

Outcome #1

Engage all students and stakeholders around the public education experience. This means identifying where they are, what is needed and creating shared goals to provide necessary support to ensure optimal academic achievement.

Outcome #2

Ensure safe and orderly school openings. As we embark on a new school year, we will expand tools, measures and practices to promote safer school environments where students can focus on learning, developing and excelling.

Outcome #3

Deliver an action plan that will be guided by the Transformation 2026 strategic plan, outlining a path to equity and education for all students. The community-informed strategic plan provides a roadmap to deliver an exceptional educational experience where all students, families and employees play a pivotal part in academic achievement.

We will seek feedback from all stakeholders to ensure that our path forward continues to be guided by the community to establish shared goals and vision for the future. I will hold myself accountable to ensuring that our district is providing the necessary supports and processes to lead with equity in allocation of resources, social, mental and emotional supports for students and academic excellence in all schools.

GUIDING QUESTIONS

- ***What are you most excited about or proud of in Prince George's County Public Schools?***
- ***What characteristics are most important to you in a high-quality school?***

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- **What are the priorities I should focus on to build the community support needed for the important work ahead?**
- **What commitments are you willing to make to ensure short-term and long-term success for our students?**
- **What else should I know?**

FOCUS AREAS

As Superintendent, I will prioritize and set high expectations in key areas to ensure a safe, productive and equitable learning environment where our students can focus on learning and our communities engage as thought partners. We will set high expectations and provide a pathway to achievement at the highest levels by focusing on the following areas:

EQUITABLE TEACHING & LEARNING ENVIRONMENTS

Within my first 90 days, I am committed to analyzing our policies, programs and practices to ensure equity at every stage of the academic experience.

PROACTIVE SAFETY & SECURITY

As we begin to roll out new safety measures within our schools, I am committed to monitoring their effectiveness and evaluating our procedures to create a safe and secure environment for all members of the PGCPs community.

STRONG OPERATIONAL & FINANCIAL CORE

I am committed to exploring ways to infuse innovation and collaboration across district operations toward greater efficiency and effectiveness. I am holding myself accountable for ensuring transparency and good fiscal stewardship.

MEANINGFUL FAMILY & COMMUNITY ENGAGEMENT

Feedback and input are essential in shaping a district that is representative, responsive and serving the needs of all students.

I am committed to meeting with all stakeholders – staff, public officials, labor partners, community organizations and many more – to understand how to effectively engage partners at every level.

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If we want to see true growth in our schools, our focus has to be narrowed to prioritize the things that matter the most. – PGCPs Employee

EQUITABLE TEACHING & LEARNING ENVIRONMENTS

Students are at the heart of our work and our plans. High-quality teaching and learning leaves a lasting mark on their lives.

Cultivating world-class talent within our district – educators who embody excellence and inspire greatness in others – will be a priority. It is our collective duty to offer both a culture and compensation that attracts and retains the best educators, empowering them to impact the lives of our students. I am committed to ensuring our staff is adequately compensated, respected and protected.

This fall, six new schools will open, including five middle schools in August and one K-8 academy in November. Construction is also underway in other school communities across the county. This signals a step forward in innovative and collaborative approaches to entrenched challenges. These new schools signal an historic investment in school modernization. I am committed to ensuring equitable teaching, learning and working environments across the school system. An investment in new schools is an investment in our students' future.

In reviewing our academic performance priorities, we will focus on unique student groups, including students with special needs, English language learners, kindergartners, students experiencing homelessness and ninth-graders. While PGCPs continues to make progress in several standardized assessments, gaps in academic outcomes persist across grade levels, subject areas and student groups.

Moving the dial and raising the bar in these areas will help to ensure that all students are college-ready, prepared for fulfilling careers and life in a global society.

In the first 90 days, we will:

- Analyze data, initiatives and assessments with curriculum, instructional and accountability leaders to identify areas of focus and support.
- Update special education, literacy and English Learner strategic plans.
- Enhance systemic mathematics focus to include professional development and support for families.
- Open and license all Vendor Managed Child Care Program Sites.
- Open new schools and academic programs, including the Blueprint Schools, high school Spanish Immersion program, two Judy Centers, and three middle school autism programs.
- Work cross-divisionally to facilitate implementation of grading policy changes.
- Design and implement a framework for integrating AI tools into classroom instruction.
- Implement grassroots strategies for ongoing employee recruitment efforts, increased brand awareness and stronger university partnerships.
- Continue collaboration with labor partners to fill critical shortage areas and meet the needs of our dedicated staff.

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I think there could be more hands-on learning. High school students are like adults and would benefit from learning by doing and practical applications of material. – PGCPs Parent

PROACTIVE SAFETY & SECURITY

The safety and well-being of all members of the PGCPs community is our highest priority. This fall, PGCPs is introducing new safety tools and measures designed to enhance security for students, employees, visitors and volunteers. New security enhancements will help reinforce our no-tolerance stance against weapons inside schools, on school grounds and on school buses.

We are working to roll out security initiatives responsibly through a phased-in approach, which allows for more immediate feedback and the opportunity to make modifications along the way.

Additionally, the recent attack on the PGCPs network illustrates the need for continued investments in cyber security. We are now focused on completely restoring our technology environment and analyzing the scope of the event to determine any current and future data loss.

I am committed to evaluating our security efforts systemically to ensure that we are working strategically, proactively and collaboratively to address any threats to our students, staff and schools.

In the first 90 days, we will:

- Implement and review the phased-in installation of security equipment enhancements across high schools, designated middle schools and the three Non-Traditional Programs (North, South, Middle School).
- Convene workgroup to identify transportation-related safety and security measures.
- Collaborate with law enforcement to provide training for bus drivers and bus attendants on emergency response.
- Review student behavioral and disciplinary data.
- Strengthen internet safety protections for students and staff.
- Continue use and implementation of new analytical tools to manage security and Google Drive storage capacity.
- Continue focus on youth diversion programs in partnership with law enforcement.
- Coordinate community initiative to address use of fentanyl and illegal drugs.

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The school itself is doing a lovely job of creating a community. I'm endlessly impressed with what the teachers do and the creative spaces where students feel engaged and welcome. – PGCPs Parent

STRONG OPERATIONAL & FINANCIAL CORE

As one of the nation's largest school districts, our school teams, central office employees and support staff strive to work harmoniously in catering to students' diverse needs. With collaborative and innovative approaches, we can streamline the approach for engaging and supporting schools, thus ensuring an equitable educational journey for students.

In reviewing our operational and financial core, I will take a look at the organizational structure to ensure support for schools and students through in-depth consultations with our budget and finance, human resources, facilities, transportation, procurement and legal teams.

Our goal: ensure alignment between organizational capacity and strategic plan objectives for student success.

In the first 90 days, we will:

- Improve the registration and enrollment experience for students, parents and schools with better workload distribution, new reporting systems for more timely notification and increased staff support.
- Explore efficiencies and opportunities to support on-time, safe transportation of all eligible students.
- Prioritize cyber attack incident response and recovery.
- Begin revamping the school-based budgeting process to align with the Blueprint for Maryland's Future legislation.
- Procure and begin implementation of a new student information system.
- Expand Canvas Learning Management System to all 6-12 grade classrooms.
- Release the Transformation 2026 strategic plan Critical Success Indicators (CSI) data dashboard to provide greater visibility of systemic improvement initiatives.
- Complete the state-required Fiscal Year 2023 Annual Comprehensive Financial Report.
- Complete tracking and spending of all federal ESSER II pandemic recovery funds.
- Continue Climate Change Action Plan (CCAP) implementation.
- Manage Blueprint Schools Phase I (maintenance/service agreement implementation) and Phase II (planning/design, funding and construction).
- Design and implement a comprehensive business continuity plan for the school district.
- Initiate a leadership program to increase diversity of school leaders with a focus on Latinx/Hispanic aspiring leaders.
- Continue integrating equity considerations into existing initiatives and structures.
- Modernize serving and dining areas in multiple middle and high schools with new equipment, redesign and enhancement of dining areas.

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I think teachers should [provide opportunities] for the students to develop themselves and give them the freedom to run the lesson. – PGCPs Student

MEANINGFUL FAMILY & COMMUNITY ENGAGEMENT

All voices and communities have a stake in the future of Prince George’s County Public Schools. Transparency and collaboration will be the cornerstones of our relationships with all stakeholders, ensuring that everyone has a voice in shaping the future of our district and inviting those to our table who may not have always had a seat.

It is important for me to see teaching and learning in action. Over the next 90 days, I look forward to personally visiting multiple schools within each of the nine board member districts to authentically witness and engage in the experiences and environments of our most important assets – our students.

I will also organize community listening sessions and small group meetings with key stakeholder groups. Our labor partners play a critical role in ensuring that our district employs the most effective staff to keep our classrooms, buildings and facilities properly supported. I am committed to meeting with our labor partners, engaging our employees and listening to families and community members through a series of town hall meetings.

In the first 90 days, we will:

- Visit multiple schools each week to make connections with students, staff, families and volunteers.
- Hold five community listening sessions this fall, including three in-person forums, a virtual event and a gathering for Spanish-speaking families.
- Meet with key stakeholders including parent organizations, civic associations, faith-based leaders, higher education, business and philanthropic partners.
- Host introductory meeting with newsroom leaders and editorial board members to reinforce commitment to timely and accurate communication.
- Survey employees, students and families on their experiences.
- Launch monthly meetings with labor partners and PGCPs leadership to engage in problem solving, idea exchanges and strategizing.
- Meet with educators and school leaders to learn more about their experiences and goals for the academic year.
- Hold focus group meetings with students.
- Improve internal communications through enhanced staff website portal and town hall meetings.
- Increase outreach to PGCPs community with new communications tools.



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I believe that a positive and healthy school provides a better foundation of high quality learning environments and creates the conditions for effective teaching and learning to occur. – PGCPs Student

CABINET POSITIONS

As we begin to engage in this work, it is most important that I establish a team that will support this work with diverse skill sets, backgrounds and experiences. I am proud to have established an executive leadership team that is prepared to rise to the occasion and effectively execute our shared vision of equity and excellence.

Quincy Boyd, Chief of Staff

Luis Morales, Senior Advisor to the Superintendent

Dr. Judith J. White, Chief Academic Officer

Tejal Patel, Chief Communications and Engagement Officer

Dr. Rahshene Davis, Chief of School Support and Leadership

Dr. Douglas Strader, Chief Accountability Officer

Lisa Howell, Chief Financial Officer

Darnell L. Henderson, General Counsel

Dr. Kristi Murphy Baldwin, Chief Human Resources Officer

Dr. Andrew Zuckerman, Chief Information and Technology Officer

Dr. Charoscar Coleman, Chief Operating Officer

GOVERNANCE & PARTNERSHIP WITH BOARD OF EDUCATION

A key priority is to ensure positive relations between the Prince George's County Board of Education and my Administration. We are a team, equally committed to the success of our students and the future of our school system. It is our duty to families and residents to work together in ways that enhance and improve our governance structures for decision-making, responsiveness and mutual support.

Trust and collaboration are essential as we seek to provide a transformative educational experience anchored by excellence in equity.

In the first 90 days, we will:

- Jointly facilitate a Board of Education retreat to review roles, responsibilities, policies and priorities.
- Hold one-on-one introductory meetings with Board members.
- Establish regular meetings and communication protocols between the Board and Administration.
- Create opportunities for joint community engagement.
- Collaborate with the Board on the formal evaluation process, procedures, timelines and goals.
- Review roles and responsibilities among Cabinet that prioritizes support for students and school-based staff.

CLOSING

The first day of the 2023-2024 academic year is an opportunity to put these plans into action. I plan to personally welcome students, families and staff at schools across the county. My first week of school will be spent in schools and communities where I can observe educators, administrators, support staff and students. I will check in with Board of Education members and meet key personnel. I will begin a regular cadence of video messages to the community, so you can hear from me directly.

As we begin the new school year, a time of change for all of us, **we are all in this together**. Let's get to work!



