Our mission is to be an inclusive and safe learning community with challenging opportunities that develop lifelong learners and contributing world citizens.
INTRODUCTION

I am honored to be the new superintendent of the Lake Oswego School District and to partner with our school board members, students, educators, families, and community to ensure that we meet the district’s mission - to be an inclusive and safe learning community with challenging opportunities that develop lifelong learners and contributing world citizens. This entry plan outlines the initial steps I will take as I become part of the Lake Oswego community. I want to learn as much as possible about what is working for our students, where we have areas for growth, and how we can best prepare and support our teachers, administrators, and classified staff for the critical roles they play in each student’s life. As I lead, I want to build upon the strong legacy that the school district and community have established for the students in Lake Oswego.

GOALS

I will “hit the ground learning” through intentional engagement, reflective listening, and active participation. The following goals are intended to ensure a transparent, thoughtful, and supportive transition for the Lake Oswego School District.

1. Learn about the direction of the district as fully as possible in order to gain insight into its strengths, challenges, and areas for improvement.

2. Learn how the district’s initiatives and priorities are being implemented in schools and across the system.

3. Learn about the values, norms, and expectations of the Lake Oswego community to best serve our students.

4. Utilize the information gathered to create a transparent and reciprocal process with school and community members, based on mutual trust and commitment, in order to understand and address the district’s strengths and challenges, and develop a plan of strategic actions or refinement for the district.
The following vision and core beliefs guide my entry plan and have influenced my career as an educator and a leader.

VISION
My vision is to cultivate inclusive and equitable practices, so that each student has the opportunity to manifest his or her full potential and contribute to society and the greater good.

EQUITY
I embrace the diversity in our society, community and schools. We must be practitioners of equity and inclusion as we seek to ensure that each student thrives in a supportive and engaging learning environment.

INSTRUCTION
Classroom instruction is the centerpiece of the work we do in our school system, and teachers need support to meet the academic and social-emotional needs of each student. We must provide necessary support to enhance and develop our educational practices.

TEAM
An effective team built on trust and strong leadership leads to a high reliability organization with accountability and results. Individuals must feel valued and be willing to work together to learn and thrive. An environment that encourages honest conversation, productive problem-solving, effective conflict resolution, and collaborative effort will move the work of the team forward.

CONTINUOUS IMPROVEMENT
We learn what is working, what needs to be improved, and what we need to do next through a continuous cycle of data-driven practices and reflection. Learning from our successes and our challenges is essential to identify and prioritize practices that will produce positive results across our organization.
PHASE 1: Pre-entry

This phase will consist of deepening my understanding of district priorities, student achievement, family engagement, and community partnerships. I plan to spend time each month in Lake Oswego, meeting with school board members, students, faculty, parents, and community members, in order to ascertain perceptions, strengths, and areas for growth. Additionally, I will analyze data to gain a deeper understanding of where we have reached our goals and where we can grow.

January 2019

June 2019

PHASE 2: Entry

This phase will consist of meetings with school board members, district and school staff, and community members to discuss our district goals and initiatives and learn about the district’s strengths, challenges, and areas for improvement. This is an important phase to hear and understand the perspectives of various stakeholders’ perceptions about the efforts of our schools and district toward meeting the goals of our strategic plan and mission.

July 2019

September 2019

KEY QUESTIONS

1. What should I know about the Lake Oswego community?
2. What are the strengths of the Lake Oswego School District that should be sustained?
3. What are the challenges facing the Lake Oswego School District?
4. What are some of the opportunities that the Lake Oswego School District needs to explore further or develop?
5. Is there anything else you want me to know about the Lake Oswego School District and our community?

MEETINGS

One-on-one meetings with:
School Board Members, Elected Officials, District Administrators, Committee Chairs

Meetings with each central office team including:
Equity, Special Education, English Language Learners, Gifted, Curriculum & Instruction, Assessment, Interventions, Tutoring, Professional Learning, Leadership Development, Performance Management, Talent Management, Instructional Technology, Strategic Planning, Budgeting

Meetings with key stakeholders including:
Principals, Assistant Principals, Teachers, Focus Groups, Parents, Parent Organizations, Students, Student Leadership Groups, Community Organizations

Meetings are not limited to the individuals or groups listed above.
PHASE 3: Planning and Reporting

October 2019

I will use the data that is gathered during phases one and two to develop a summary report and presentation. This information will outline my findings and observations, and identify next steps. The summary information will serve as another resource to help inform the school board on the district’s goals, strategic focus areas, and planning. This information will be shared with staff members and published online.

December 2019

SUMMARIZE
The information gathered will be used to create a summary report and findings. This resource will help guide the school board, district staff, and school staff in strategic thinking and planning to better support school leaders, teachers and students.

WORK SESSION
A work session with the school board will be held to study results.

REVIEW & ADJUST
At a retreat or workshop, the school board and I will review and adjust goals, initiatives and priorities.

CONCLUSION
Lake Oswego School District is poised to provide world-class educational practices, through a wholistic lens of high-quality academics, equity, inclusion, and supporting the whole child. It is an exciting time in Lake Oswego, filled with opportunity and possibility. This is a time to listen, learn, lead, and to collaboratively build the future of the district. It is a time to reach common understandings about the culture of Lake Oswego Schools, and how we can work together to meet the Lake Oswego School District’s mission. Let us use this time wisely, to make sure that we are doing everything possible so that every student experiences an inclusive learning environment that is the hallmark of a world-class school district. As we reflect on our successes, let us also embrace the future with optimism, purpose and possibility. I look forward to working together to create an equitable system, and a bright future for every student.

- Lora de la Cruz, Ed.D.