



# DIRECTOR'S ENTRY PLAN

**THOMAS M. BRADY**  
*Director, Department of Defense Education Activity*

## Introduction

**A**s I begin my first 100 days as the Director of the Department of Defense Education Activity (DoDEA), I am humbled, honored, and excited to be part of an organization whose mission is focused on service. We are so fortunate in DoDEA to be serving our Nation and public education. I believe there is no mission more noble, more profound, or more impactful. DoDEA has a good reputation that's been built by dedicated teachers, administrators and support staff members. We are not confined by geography, but rather we are empowered by our presence around the globe and our capacity to open a world of experiences and opportunities for more than one million military-connected school-aged children.

The plan that follows is my compass for the next 100 days. I will look, listen, ask questions, and learn. My first priority, however, is to communicate with you. I will be open and engaged, and I want to discuss with you where we are and get your input on what kinds of strategic decisions we need to make for DoDEA. I will share with you what we've gathered and then we will make decisions and dedicate ourselves to serving the best interests of our students, their achievement and their future success. Our work will be defined by our specific achievements and educational results in the form of student growth and learning.

## FOCUS 1

### UNDERSTANDING DoDEA

To become familiar with the people, processes, partnerships, and communities around the world which that represent and comprise the DoDEA school system.

#### Foundation

Educating, engaging, and empowering each student to succeed in a dynamic world can, in part, be realized by making connections with the stakeholders; collaborating with community leaders; and organizing resources that best shape and serve students' educational needs and allow them to achieve, academic, emotional and social growth and success.

#### *Actions:*

- ◆ Review critical documents and reports such as the DoDEA Community Strategic Plan, operating budget, policies, and student achievement data.
- ◆ Conduct meetings with all educator associations to discuss views of their leaders and members ways to collaborate to promote student success.
- ◆ Conduct meetings with all Area Directors, District Superintendents, and school principals to get their perspectives and ideas for making DoDEA a world-class school system.
- ◆ Create opportunities to meet with teachers and support personnel before and after school hours and use a structured protocol for gathering their thoughts and ideas.

- ◆ Meet with groups of students during school site visits, with particular emphasis on discussions with secondary school students.
- ◆ Meet with members of the Dependents Education Council (DEC), the Advisory Council on Dependents Education (ACDE), Military Child Education Coalition (MCEC), National Military Family Organization (NMFA), the Military Impacted Schools Association (MISA), and school Parent Teacher Organizations to gain insight into their experience and knowledge.
- ◆ Develop a schedule to visit as many DoDEA schools and support offices as possible during my first 100 days.

## FOCUS 2

### ANALYZING CRITICAL ISSUES

To identify and analyze the critical issues and student achievement data that present challenges and opportunities to maximizing student performance.

#### Foundation

Studying processes, policies, procedures; reviewing operational and support services; analyzing student achievement, systems, and school data; and examining training, fiscal and capital/facility resources allows for more informed and efficient decision making practices. This deliberate and thoughtful analysis, conducted collaboratively and transparently, focuses our organizational efforts, prioritizes issues and initiatives aligns resources, and develops strategies that will make it possible for all students to be college and career ready.

#### *Actions:*

- ◆ Brief with all Leadership Team members for an overview of areas of responsibility major initiatives under way, potential areas of concern, and major decisions needed in the next three to six months. Become familiar with their unique experiences and perspectives regarding DoDEA.
- ◆ Review all planning documents, including Military Construction (MILCON); budgetary plans, information systems.
- ◆ Meet with DoDEA's instructional-leadership team to discuss achievement data, instructional program alignment, current goals and priority action areas.
- ◆ Determine the scope and breadth of CMS curricula.
- ◆ Determine the degree of rigor embedded in the current curricula.
- ◆ Determine how well current curricula aligns with the Common Core State Standards.
- ◆ Establish a protocol to review the instructional program, practices, curriculum and support materials for evidence of effectiveness in improving student achievement and closing the gap between all student populations.
- ◆ Assess training and professional development and capacity for meeting the training needs of all employees; determine the degree to which it is job-embedded, differentiated and student-achievement directed; analyze budget to determine how much is devoted to professional development and how it is being assessed.



## STRATEGIES

### LOOK:

- ◆ Visit as many DoDEA schools as possible in the first 100 days.

### LISTEN:

- ◆ Meet with teachers, students, parents, administrators, support staff members, school advisory councils, military commanders, association leaders, community leaders, local education agency officials, and education organization leaders.

### LEARN:

- ◆ Review student achievement data, MILCON, budget, and information systems planning documents.
- ◆ Review instructional program, practices and curriculum and examine the degree of rigor embedded in the current curricula.
- ◆ Assess training and professional development.
- ◆ Evaluate the use and effectiveness of current assessments.

### COMMUNICATE:

- ◆ Engage media and community organizations.
- ◆ Develop collaborative avenues for sharing and disseminating information.
- ◆ Leverage web, video, and social media resources to reach DoDEA's global audience.



**OUTCOME:**

The results of this strategic process will become the foundation for going forward as a school system with a unified purpose and an agenda focused on accomplishing specific achievements.

This process will involve all stakeholders, actively engaged and working collaboratively towards providing students with what they will need to know and be able to do to succeed beyond high school in college and in the workplace.

**MEETINGS AND LISTENING VENUES:**

- ◆ Teachers
- ◆ Parents
- ◆ Students
- ◆ School Administrators
- ◆ School Support Staff Members
- ◆ Advisory Councils
- ◆ Military Commanders
- ◆ Local Education Agency Officials
- ◆ Military Family Organizations
- ◆ Education Organizations
- ◆ School and School Office Visits

- ◆ Evaluate the use and effectiveness of current assessments, their alignment with the instructional program and how accurately they measure student growth and progress.
- ◆ Analyze the FY 2014 budget and budget projections through FY 2018.
- ◆ Review any pending legal matters with school division counsel.

**FOCUS 3**

**COMMUNICATING EFFECTIVELY AND ENGAGING THE COMMUNITY**

To build effective communication and engage the community through responsive, open, and honest communications practices; encourage and promote community engagement; and foster productive relationships with key stakeholders by delivering timely, accurate information and using mutually beneficial two-way communications channels.

**Foundation**

Increasing awareness and understanding of DoDEA’s mission and building and maintaining trust internally and externally requires a strong, cooperative communications culture. Engaging and mobilizing all stakeholders to work at keeping communications open and transparent will help establish DoDEA as a world-class school district.

*Actions:*

- ◆ Review DoDEA’s safety and security plan, including plans for crisis communication.
- ◆ Meet with military Service Chiefs, military commanders and military community leaders.
- ◆ Develop an avenue for regular outreach to military-impacted public school communities.
- ◆ Meet with leaders of other education trade and professional organizations such as ASCD, CCSSO, etc.
- ◆ Engage military news organizations, local media outlets, national media outlets, and education trade reporters to establish a strong, honest, and collaborative framework for communication.
- ◆ Schedule listening sessions worldwide to hear views and suggestions for moving forward.
- ◆ Establish social media tools to gather input and share ideas on ways to make DoDEA the very best school system it can be.