

# Onward and Upward: Honoring Our Legacy & Moving Forward to the Future



**David McBride**  
Interim Principal,  
Kenmore Middle School  
200 S. Carlin Springs Rd.  
Arlington, VA 22204  
703-228-6774  
[david.mcbride@apsva.us](mailto:david.mcbride@apsva.us)

**K**enmore Middle School is embarking on its 21st year as Arlington's Arts and Communications Technology Focus School. As a member of the previous leadership team, I look forward to now serving as Kenmore's principal. This entry plan will inform stakeholders about my approach to honor the school's legacy while pressing forward for the future success of our students and community.

Kenmore's legacy is rooted in the notion that schools are for students and in the firm belief that education has the power to transform lives. During the past two decades, the school has garnered a reputation for offering creative approaches to engage the whole child with a wide range of meaningful educational experiences. Art is a universal human phenomenon that occurs in every culture, and technology is a great equalizer for achievement. Kenmore's focus integrates both art and technology, affording middle school learners with many opportunities to perform in a variety of settings.

As a countywide program, we embrace both our neighborhood families as well as students who choose to come to us from across the county, and who represent cultures from across the globe. Our diversity, from our students to our staff, is our strength and draws a variety of learners and partners to the school. From dedicated faculty and staff, artists and officials, bestselling authors, dancers and designers and so many more, Kenmore's students benefit from relevant and engaging experiences provided by those who share our belief in the power of education. This belief can be seen in the success of others, and this power brings hope, opportunity and "the American Dream" to all. Kenmore embodies the American Dream and we are its steward. The responsibility of this stewardship raises the stakes for our work because we understand how important teaching and learning are to making dreams become reality for all of our students.

This entry plan for Kenmore's succession of leadership has been based on three goals:

- high expectations for performance that capitalize on the school's positive momentum,
- a focus on effective instruction, and
- partnerships with parents and the community.

The objectives for this plan are centered on five key areas:

1. Establish positive relationships with constituents with open, ongoing two-way communication with students, faculty, staff, parents and guardians, community stakeholders, Central Office administration and staff, and other educational partners.
2. Review the organizational structure and operational procedures of Kenmore and the Arlington Public Schools.
3. Engage stakeholders in providing feedback on current practices and procedures and analyze how they are benefitting students and where revision, support, or enhancement are needed.
4. Build on a legacy of creative student engagement, inclusion, arts and technology integration, and academic achievement.
5. Ensure a smooth opening to 2016-17 with the succession of leadership while maintaining the operational effectiveness and professional standards our community has come to expect from the school.



## Detailed Entry Plan Activities by Constituency Group

Group	Pre-Entry Phase: July – August	Entry Phase: August - October	Post Entry Phase: October - Forward
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Confer with A-Team members regarding the transition of leadership (master scheduling, room assignments, pre-service calendar)</li> <li>• Meet with Kenmore summer staff including Finance, ITC, Focus Program, Facilities, and Counseling Services</li> <li>• Facilitate temporary AP's roles and responsibilities for the month of August</li> <li>• Survey building and grounds with Custodial Supervisor and Facilities Manager and create a punch list for maintenance</li> <li>• Email Weekly Update summer edition to staff with news and reminders</li> <li>• Review site survey data and data collected about characteristics desired in a new principal</li> <li>• Make welcome phone calls</li> <li>• Conduct Lead Teachers Retreat with performance data review and analysis</li> <li>• Conduct Team Leaders Retreat and review operations and procedures, structures and expectations for the organization</li> <li>• Transition Kenmore's A-Team 2.0</li> <li>• Confer with the Instructional Lead Teacher, Reading Specialist, and Math Coach in regard to achievement, instruction, and professional development</li> <li>• Provide administrative support to the summer World Languages bridge program and also the Kenmore Summer Reading Program</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct welcome back pre-service meeting</li> <li>• Initiate positive climate and team building via pre-service wellness (Fun Run, School Picture, Team Pictures, theme days for each of the pre-service days, and by providing some meals)</li> <li>• Lead presentations on the focus for the year: Start with the Why and Focus on Instruction</li> <li>• Pose essential questions and follow-up questions regarding successes and opportunities for enhancement during small group staff meetings</li> <li>• Revise Progressive Plan with input from staff to include current data and focus goals on student achievement in improvement areas.</li> <li>• Conduct classroom observations and walk-throughs</li> <li>• Initiate Beginning of the Year evaluation meetings with teachers</li> <li>• Convene a new teacher meeting for those teachers new to working at Kenmore</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build collaborative relationships among staff</li> <li>• Maintain an open door policy</li> <li>• Convene regularly schedule meetings (Team Leaders, Assistants, Administrative Assistants, Lead Teachers, Inter-disciplinary Teams, and Collaborative Learning Teams)</li> <li>• Routinely and systematically solicit feedback</li> </ul>
<b>Students</b>	<ul style="list-style-type: none"> <li>• Send welcome letter introduction new leadership to students and families</li> <li>• Meet informally with students during walk-in visits, summer programs, and counselor chats</li> <li>• Review student responses to characteristics sought in a new principal</li> <li>• Communicate 6th Grade Meet and Greet Night</li> </ul>	<ul style="list-style-type: none"> <li>• Establish rapport with the new cohort</li> <li>• Participate in 6th Grade Meet and Greet Night</li> <li>• Meet with student leadership groups (Scholars, DOLA, SCA, among others)</li> <li>• Help lead Back to School Night with the Director of Counseling Services</li> <li>• Visit each EXCEL to welcome students and introduce myself</li> <li>• Conduct a safety assembly explaining Cougar PRIDE and shared expectations for safety and behavior</li> <li>• Lead the A-Team in welcoming students via the Principals' Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Establish regular meeting times with student-lead groups</li> <li>• Attend class meetings, team-togethers, and honors assemblies</li> <li>• Maintain a visible presence in the building and hallways to establish rapport and communicate expectations for conduct</li> </ul>
<b>Parents / Guardians</b>	<ul style="list-style-type: none"> <li>• Initiate small focus group meetings with groups of parents (neighbors, Hispanic Moms Group, Kenmore PTA) and use the essential and guiding questions to assess the school's success and opportunities for growth</li> <li>• Conduct building tours for interested parents and students</li> <li>• Answer questions about the school's program and procedures</li> <li>• Listen to concerns regarding transitions to middle school and adjust accordingly</li> <li>• Communicate excitement about the adventure of the upcoming school year</li> </ul>	<ul style="list-style-type: none"> <li>• Send a Welcome to Kenmore letter to students and families</li> <li>• Meet the PTA and schedule regular meetings</li> <li>• Hold principal chats and informal discussions with parent groups</li> <li>• Identify areas where parents can plug in and contribute to the organization</li> <li>• Solicit parent partners, education partners, and other supporters to help new parents acclimate to the school</li> </ul>	<ul style="list-style-type: none"> <li>• Attend PTA Meetings</li> <li>• Attend Hispanic Group Parent Meetings</li> <li>• Participate in PTA events like the 5k Fun Run/Walk</li> <li>• Disseminate Parent Handbook</li> <li>• Ensure ongoing communication is in place whereby Kenmore announcements are shared with the Kenmore community</li> </ul>

Group	Pre-Entry Phase: July – August	Entry Phase: August - October	Post Entry Phase: October - Forward
<b>Community Members</b>	<ul style="list-style-type: none"> <li>Respond to community members questions, volunteerism, or concerns</li> <li>Mail letters of introduction to civic and community organizations</li> </ul>	<ul style="list-style-type: none"> <li>Attend civic and community group meetings</li> <li>Support Teachers in their efforts to partner with the community</li> <li>Maintain establish partnerships</li> <li>Solicit new partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Participate in community events and functions sponsored by civic and community groups</li> </ul>
<b>Central Office Leaders and Staff</b>	<ul style="list-style-type: none"> <li>Meet with the Director of Secondary Education to review state accreditation results and AMOs</li> <li>Communicate with Curriculum Supervisors and Specialists in regard to instructional support for the school</li> </ul>	<ul style="list-style-type: none"> <li>Meet with the Director of Secondary Education to assess instructional foci for content areas</li> <li>Access Department of Instruction personnel and resources to support enhancing student achievement with regard to literacy</li> <li>Support the ELA Office in implementing a middle school writing curriculum</li> <li>Address instructional needs for staff by soliciting the expertise of specialists when warranted</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular walk-throughs and reflections with the Department of Instruction</li> </ul>
<b>School-based Leadership Team</b>	<ul style="list-style-type: none"> <li>Conduct summer retreats for the new A-Team 2.0 and begin planning for the full appointment of the new leadership group</li> <li>Plan pre-service week for teachers</li> <li>Conduct Lead Teachers performance data review</li> <li>Conduct Team Leaders operations review</li> <li>Compile Team Leaders Handbook electronically</li> <li>Meet with reading and math leaders as well as the focus coordinator and ILT.</li> <li>Plan to message the implementation of RTI</li> </ul>	<ul style="list-style-type: none"> <li>Revise Progressive Improvement Plan for SY 16-17 in light of performance results from SY 15-16</li> <li>Focus on instruction with literacy at the forefront of every content area—support this focus through Lead Teachers, Collaborative Learning Teams, and professional development</li> <li>Provide leadership with how to implement RTI</li> <li>Start RTI and monitor FLEX EXCEL</li> </ul>	<ul style="list-style-type: none"> <li>Provide consistent meeting times to review performance data</li> <li>Initiate meaningful tasks for Lead Teachers to engage in to support the CLT work on instruction and achievement</li> <li>Attend scheduled meetings (Team Leaders, Inter-disciplinary Team Meetings, CLTs, Lead Teachers, PBIS) and provide supportive feedback</li> </ul>
<b>Superintendent and Executive Leadership Team (ELT)</b>	<ul style="list-style-type: none"> <li>Attend administrative conference</li> <li>Prepare for and participate in pre-entry meetings</li> <li>Solicit feedback from Administrative Services and Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Design entry plan</li> <li>Maintain collaborative communication and discourse to ensure Kenmore complies with school district policies and procedures and sustains its ability to effectively engage a wide variety of learners with relevant and engaging curriculum and instruction</li> </ul>	<ul style="list-style-type: none"> <li>Attend and participate in regularly scheduled meetings</li> <li>Monitor progress on entry plan</li> </ul>
<b>Middle School Administrative Team</b>	<ul style="list-style-type: none"> <li>Introduce Kenmore A-Team 2.0 to the middle school administrative teams</li> <li>Attend and participate in middle school principals retreat</li> </ul>	<ul style="list-style-type: none"> <li>Attend and participate in monthly middle school principals' meeting (host in December)</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with middle school principals to promote the accomplishments and advocate for the APS middle school program</li> </ul>
<b>Feeder School Administrative Team</b>	<ul style="list-style-type: none"> <li>Introduce the A-Team 2.0 to the Kenmore feeder schools</li> </ul>	<ul style="list-style-type: none"> <li>Schedule vertical articulation meetings with elementary and high school feeder schools' 5th and 9th grade teams</li> </ul>	<ul style="list-style-type: none"> <li>Plan transition activities for rising 5th and 9th grade students</li> </ul>
<b>Partners in Education</b>	<ul style="list-style-type: none"> <li>Maintain established partnerships and solicit new partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Explore strategies to enhance Kenmore's public presence with an emphasis on capitalizing a strong focus program—look to messaging about our successes to the wider community</li> </ul>	<ul style="list-style-type: none"> <li>Maintain relationships with existing partners and expand services</li> <li>Cultivate relationships with new partners (1776, Ed Backer, Singer Design)</li> </ul>

The following essential questions will be posed to stakeholder groups and will inform the succession of leadership:

1. Why is Kenmore relevant and important to our students and families?
2. What are the school's strengths and opportunities for continued success?
3. What are our challenges and how might we revise our work to meet these challenges?
4. How do we address the social-emotional needs of our students and continue to focus on the development of the whole child?
5. How can we use our ongoing initiatives and partnerships to emphasize high-quality instruction with a focus on literacy that will result in enhancing student achievement?

The following guiding questions will be used for follow-up with stakeholders:

- What do you need from the administrative team in order to be successful?
- What do you need from each other in order to be successful?
- How can the school continue a tradition of success while moving all students toward attaining high academic goals?
- What do our student performance results reveal about student learning and instruction?
- What are our office/school practices? How are we student-centered, customer-focused and welcoming in our approach to students, parents and other guests?
- How is our work communicated or shown to the community at large? Do we have a chance to shine?
- What does the condition of our facility and grounds say about our commitment to students and their learning?
- What is the level of teamwork your current employee group is experiencing?
- What is your main message from your area of work that needs to be clear to the whole school so that we can work more efficiently?

I am thankful for Kenmore's legacy, excited to serve as principal, and look forward to what we will become. Onward and upward—our eyes turn forward as our legacy walks with us and lifts us to the future.

*David McBride*

David McBride  
Interim Principal, Kenmore

