

DR. SHAWN JOSEPH'S 100-DAY ENTRY PLAN PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS

LISTENING WITH PURPOSE.

LEADING WITH INTEGRITY.

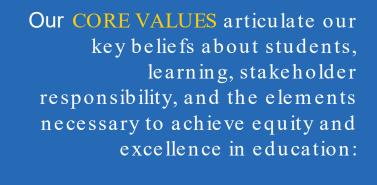
ADVANCING EXCELLENCE FOR EVERY CHILD.



PURPOSE OF THE PLAN

The 100-day entry plan is a deliberate roadmap to engage deeply with the PGCPS community, assess district systems and culture, and lay the foundation for transformative action. This plan is designed to build trust, promote equity, enhance student achievement, and improve organizational effectiveness.





- 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.
- High expectations inspire high performance.
- 4. All staff share the responsibility for a safe and supportive school environment contributing to excellence in education.
- 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.





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.



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.





PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS

BOARD OF EDUCATION



"IN PRINCE GEORGE'S COUNTY, WE DO NOT WAIT FOR HOPE—WE CREATE IT.
WE DO NOT WATCH CHANGE—WE LEAD IT.
AND WE DO NOT WALK ALONE—
WE RISE TOGETHER."

DR. SHAWN JOSEPH, BRANNDON JACKSON, AISHA BRAVEBOY







TIMELINE

1 – 30 DAYS 31 – 60 DAYS 61 – 100 DAYS

IMMEDIATE PRIORITIES

- Board of Education Strategic Priorities Alignment
- Engage in Labor Contract Review and Negotiation Planning
- Staffing and Recruitment
- Comprehensive Review of Academic Performance Data
- Audit and Synthesize Existing Strategic Plans and their alignment to The Blueprint for Maryland's Future
- Community Engagement and Listening Campaign

IMMEDIATE PRIORITIES

- Board of Education Strategic Priorities Alignment
- Audit and Synthesize Existing Strategic Plans and their alignment to The Blueprint for Maryland's Future
- Communications and Community Engagement Readiness
- Operational Efficiency
- Facilities and Operations Readiness

IMMEDIATE PRIORITIES

 Instructional and Programmatic Readiness





STRATEGIC ALIGNMENT



TALENT



ACADEMICS



THE BLUEPRINT FOR MARYLAND'S FUTURE



COMMUNITY ENGAGEMENT



OPERATIONS



100-DAY ENTRY PLAN

PRIORITIES



PRIORITY AREA 1 STRATEGIC ALIGNMENT

DAYS 1-30: IMMEDIATE PRIORITIES: BOARD OF EDUCATION STRATEGIC PRIORITIES ALIGNMENT

- Conduct one-on-one meetings with each board member to understand expectations, strategic priorities, and governance aspirations.
- Host a facilitated Board of Education retreat to calibrate on superintendent evaluation protocols, communication norms, key district goals, and board committee structures.
- Establish a shared governance calendar and regular communication cadence between the superintendent and the board.
- Engage in team building with the board.
- Establish criteria for superintendent success within the first 100 days.



PRIORITY AREA 1 STRATEGIC ALIGN MENT

DAYS 31-60: SUSTAINED PRIORITIES: BOARD OF EDUCATION STRATEGIC PRIORITIES ALIGNMENT

- Schedule a second retreat to revisit the strategic plan goals, prioritize 2025-2026 priorities, and review 2025-2026 budget priorities.
- Facilitate an in person listen and learn session with each board member in their district within the first 60 days.
- Establish a process to begin discussing the 2026-2027 budget.
- Refine board committees to align to 2025-2026 strategic priorities.
- Establish key performance indicators and establish district-wide, public facing data dashboard based upon strategic goals.
- Schedule times to present 100 day artifacts to the board based upon initial expectations that were set.

DAYS 61-100: SUSTAINED PRIORITIES: BOARD OF EDUCATION STRATEGIC PRIORITIES ALIGNMENT

- Review the Title 1 Budget to determine return on investment of allocated dollars.
- I and/or a designee will be assigned to attend PGCEA monthly representative council meetings and board of director meetings.



PRIORITY AREA 2 TALEN T

DAYS 1-30: IMMEDIATE PRIORITIES: ENGAGE IN LABOR CONTRACT REVIEW AND NEGOTIATION PLANNING

- Meet with legal counsel and labor relations staff to be briefed on existing collective bargaining agreements and the current status of negotiations.
- Convene introductory sessions with union leadership to discuss key areas of interest and concern.
- Ensure alignment between labor contracts, district strategic goals, and the Blueprint for Maryland's Future related to staffing, compensation, and working conditions.
- Collaborate with the County Executive's Office and the Council to ensure labor contracts are sustainable over time and address local and state mandates.



PRIORITY AREA 2 TALEN T

DAYS 1-30: IMMEDIATE PRIORITIES: STAFFING AND RECRUITMENT

- Finalize staffing and vacancy reviews (By July 1).
- Conduct a district-wide audit of all instructional, support, and leadership vacancies.
- Target hard-to-fill positions (special education, ELL, STEM, bus drivers, etc.) with immediate recruitment incentives.
- Activate real-time vacancy dashboards for school leaders.
- Review union partnerships to refine onboarding experiences.
- Identify high-needs schools and ensure there is a targeted plan to appropriately staff them.
- Review special education staffing and prioritize a plan to ensure special education students are prioritized and we are in compliance of all federal and state laws.
- Meet with the state to understand all available options to recruit and secure highly-qualified candidates for vacancies.
- Communicate with unions, principal, and stakeholders or plans to address vacancies and support streamlined on-boarding processes.
- Investigate virtual teaching options in hard to fill vacancies and work with the unions to investigate our internal capacity for virtual teaching in hard to fill vacancies.
- Review recruiting capacity and budgets and reallocate funds, as necessary, to ensure that we maximize the urgency of filling historic vacancies, particularly in special education, reading, and mathematics.
- Collaborate with all unions to develop an agreement on our shared commitments to partnership and respect.

PRIORITY AREA 2 TALEN T

DAYS 61-100: SUSTAINED PRIORITIES: TEACHER WORKLOAD

• Establish a joint committee to look at teacher workload and educator well-bring.



PRIORITY AREA 3 ACADEMICS

DAYS 1-30: IMMEDIATE PRIORITIES: COMPREHENSIVE REVIEW OF ACADEMIC PERFORMANCE DATA

- Analyze student achievement data disaggregated by school, grade level, race, socioeconomic status, disability status, and English language proficiency.
- Review Comprehensive Support and Improvement (CSI) and Targeted Support and Improvement (TSI) plans submitted to MSDE to assess alignment with student achievement goals, strategic use of resources, and budgetary priorities.
- Identify schools demonstrating both high performance and significant challenges to inform targeted supports and interventions.
- Brief senior leadership and the board on initial academic findings and implications for instructional practice and resource allocation.

DAYS 61-100: SUSTAINED PRIORITIES: INSTRUCTIONAL AND PROGRAMMATIC READINESS

- Ensure each school's plan includes goals aligned to PGCPS strategic goals, metrics, and MTSS supports.
- Build in measurable key performance indicators to monitor instructional quality and student growth.
- Assess whether schools made adequate expected growth from the 2024-2025 academic year.
- Study which schools exceeded growth, met growth, or underachieved expected growth and set targeted plans for schools based upon findings.
- Review current grading and reporting policies.



PRIORITY AREA 4 THE BLUEPRINT FOR MARYLAND'S FUTURE

DAYS 1-30: IMMEDIATE PRIORITIES: AUDIT AND SYNTHESIZE EXISTING STRATEGIC PLANS AND THEIR ALIGNMENT TO THE BLUEPRINT FOR MARYLAND'S FUTURE

- Review all existing action plans, including school improvement plans, the district's strategic plan, and any statemandated recovery plans.
- Evaluate the alignment of current initiatives to board-approved goals and the Blueprint for Maryland's Future.
- Identify gaps, redundancies, and urgent areas needing acceleration or redirection.

DAYS 31-60: SUSTAINED PRIORITIES: AUDIT AND SYNTHESIZE EXISTING STRATEGIC PLANS AND THEIR ALIGNMENT TO THE BLUEPRINT FOR MARYLAND'S FUTURE

- Ensure effective communication of the 2025-2026 priorities as they relate to the PGCPS strategic plan and the Blueprint for Maryland's Future.
- Identify key abandonment goals that do not align with the board of education's priorities and the Blueprint for Maryland's Future.
- Ensure student-based budgets at the school level reflect 2025-2026 priorities and ensure plans reflect investments in job-embedded professional development aligned to strategic priorities.
- Review the current career ladder implementation.



PRIORITY AREA 5 COMMUNITY ENGAGEMENT

DAYS 1-30: IMMEDIATE PRIORITIES: COMMUNITY ENGAGEMENT AND LISTENING CAMPAIGN

- Launch a Superintendent's Listening Tour engaging students, families, staff, faith leaders, business partners, political leaders, and advocacy organizations utilizing a combination of virtual and in person meetings.
- Partner with each board member to visit a school in their district as part of the listening tour.
- Initiate a Superintendent's Community Cabinet to provide real-time feedback and deepen civic trust.
- Re-establish Prince George's County Parent Council.
- Review existing perception data or deploy perception and climate surveys if no data is available to gauge stakeholder confidence and uncover emerging concerns.
- Participate in a virtual parent meeting with districts 1-9.



PRIORITY AREA 5 COMMUNITY ENGAGEMENT

DAYS 31-60: SUSTAINED PRIORITIES: COMMUNICATIONS AND COMMUNITY ENGAGEMENT READINESS

- Share key changes, initiatives, and family supports through multiple platforms (social media, website, print, town halls).
- Translate communications into all major languages spoken across the district.
- Highlight improvements in staffing, curriculum, wellness services, and facilities.
- Organize town halls, resource fairs, and school-based welcome events to effectively communicate with parents and partners.
- Provide a communications toolkit that outlines the district vision, strategic goals, Blueprint mandates, and crisis response protocols to principals.
- Revisit and strengthen the Parent Involvement Policy to reflect current, research-based practices to empower parents.
- Collaborate with the communications and engagement team to design and implement a tailored outreach plan for families and communities who are non-native English speakers.



PRIORITY AREA 6 OPERATIONS

DAYS 31-60: SUSTAINED PRIORITIES: OPERATION AL EFFICIENCY

- Evaluate budget alignment to priorities, including grant funding sustainability.
- Review procurement, facilities, technology, and transportation systems for equity and effectiveness.
- Evaluate the use of AI technology within PGCPS to support efficiency and effectiveness.
- Establish a process to determine ROI on expenditures.
- Determine whether PGCPS has the capacity to evaluate ROI on strategic expenditures or whether this process needs to be outsourced.
- Host community-facing budget town halls to enhance transparency.

DAYS 31-60: SUSTAINED PRIORITIES: FACILITIES AND OPERATIONS READINESS

- Assign facilities teams to verify HVAC, plumbing, electrical systems, and safety compliance.
- Prioritize deferred maintenance projects, especially in high-needs communities.
- Coordinate with custodial supervisors for a staggered deep-cleaning schedule across all buildings.
- Audit supplies of hygiene products (soap, sanitizers, PPE) in anticipation of ongoing public health needs.
- Confirm delivery and distribution of textbooks, digital devices, science lab materials, and curriculum supplements.
- Establish a "materials arrival and inspection" system to avoid delays in instructional readiness.
- Prioritize high-poverty schools for early deliveries and additional resources.



CLOSING STATEMENT

IN A DISTRICT AS PROUD, COMPLEX, AND VIBRANT AS PRINCE GEORGE'S COUNTY, THIS 100-DAY PLAN IS A BEGINNING—NOT AN END. IT IS A PROMISE TO LISTEN BEFORE LEADING, TO ACT WITH EQUITY AT THE CORE, AND TO MODEL THE EXCELLENCE WE EXPECT OF EVERY EDUCATOR, STUDENT, AND STAKEHOLDER.

"WE RISE TOGETHER—NOT BY CHANCE, BUT BY COMMITMENT."

DR. SHAWN JOSEPH

Interim Superintendent, Prince George's County Public Schools







