

North Carolina Superintendent of Public Instruction

Entry Plan

Entry Plan for Maurice "Mo" Green
Effective December 2024

Introduction

In order to effectively lead the North Carolina Department of Public Instruction (NCDPI) as the North Carolina Superintendent of Public Instruction, work collaboratively with the State Board of Education (SBE), and develop good working relationships with various organizations and individuals, such as the North Carolina General Assembly (NCGA) and the North Carolina Governor, it is important that I have an effective and successful entry into NCDPI. The effectiveness and success of that entry will be, in large part, the result of crafting and effectively implementing an entry plan.

This is my entry plan. It outlines the goals, objectives, major activities and timetable for my transition to the role of North Carolina Superintendent of Public Instruction. The goals and activities are not listed in order of importance or chronologically.

Timetable, Goals, Objectives and Major Activities of the Entry Plan

The overall goal of this entry plan is to listen, learn and help with the development of a strategic plan for NCDPI/SBE. The entry plan has three phases, the dates of which may be adjusted slightly:

Phase I: Pre-Entry to Initial Entry

December 2024 to February 28, 2025
(official employment start date is January 2, 2025)

Phase II: Official Listening and Learning Phase; to be referenced to as "Mo Wants to Know"

Mid-January 2025 to March 2025

Phase III: Development of Strategic Plan

March 2025 to June 2025

Listening and learning sessions will dominate Phase I and II.

These sessions will consist of numerous meetings with SBE members, NCDPI staff, NCGA leadership and members, Governor-elect Josh Stein, Governor Roy Cooper, external leaders, various leadership groups, foundation leaders, non-profit leaders, political leaders, business leaders, community leaders, community organizations and community members, parents/guardians and students. The development of a strategic plan will dominate the third phase of the entry plan. The plan will outline the SBE's and my vision and goals. It will be an explicit and tactical plan designed to make the North Carolina public school system the best in the country. The plan will have goals, objectives, major strategies, timetables for implementation and accountability measures.

GOAL 1

Develop effective and positive SBE/Superintendent relations

Objectives

1. Establish the SBE and the superintendent as a cohesive leadership team focused on the constitutional mandate of providing every child who attends public school in North Carolina with a sound, basic education and focused on developing and implementing a strategic plan to meet this mandate.
2. Develop and implement appropriate communication protocols between the board and Superintendent.

Activities

1. Schedule meetings with the SBE chair and vice chair (and others, as appropriate) to discuss a format and agenda for Board meetings.
2. Establish clear understandings of roles, responsibilities, expectations and systems for the board-superintendent team.
3. Establish regular meeting times with the SBE chair and vice chair for constructing meeting agendas and for discussing matters.
4. Establish SBE committee chair communication protocols with appropriate NCDPI staff leadership.
5. Schedule individual meetings with each current SBE member for one-on-one time.
6. Visit various groups, individuals, parts of the state with individual SBE members to get a better understanding of that member's perspective on various issues.
7. Establish regular communication systems with the board in the form of writing, phone calls and meetings.
8. Meet with current employees who report to both the superintendent and SBE to further develop the superintendent/SBE relationship.
9. Establish a format that can be used by the board to share their perspectives on the superintendent's performance, recognizing that the board does not directly supervise the superintendent.
10. Establish a board orientation.
11. Review and determine how the board should manage constituent services.

GOAL 2

Establish the organizational structure for NCDPI that will be designed to increase organizational effectiveness and efficiency and successfully implement the strategic plan

Objectives

1. Determine the performance levels of each division and key staff members within the organization based on current input metrics and/or key performance indicators.
2. Evaluate whether to reorganize, consolidate/or and streamline functions to meet this goal.
3. Decide whether to hire, retain and/or reassign key leadership personnel to meet this goal.

Activities

1. Initiate the construction of briefing documents for both the administrative and program areas. Documents will include areas of major responsibility, major initiatives underway with projected timelines, significant/potential problems, major decisions that need to be made. Use these documents as a tool for rapid understanding of the organization's strengths, weaknesses, opportunities and threats to progress.
2. Review critical documents, including, but not limited to: policy and procedures manuals, board meeting minutes, organizational documents, financial documents and legal documents.
3. Review pertinent studies, reports and audits by outside agencies.
4. Review student and educator data reports.
5. Review level of support given to all school districts and schools.
6. Learn which positions are policymaking exempt or confidential.
7. Review the ESEA Consolidated Plan.
8. Review the Comprehensive Plan
9. Review the Strategic Plan.
10. Review staff vacancies.
11. Review division budgets.
12. Review Office of State Budget and Management's and the NC General Assembly 2025 long session timelines.
13. Establish a schedule to meet with all direct reports and key staff, and as appropriate, initiate program reviews and personnel quality performance reviews.
14. Identify key staff to assist with my transition into the organization.
15. Reorganize the organization, as appropriate.
16. Identify and hire, replace and reassign critical team members, as appropriate.
17. Review and establish/refine standards of protocol for staff, including a standard operating procedure for responding to schools and districts.
18. Evaluate the sense of team among staff and, if necessary, build it.
19. Assess budget appropriations in accordance with current and potential future priorities.
20. Evaluate existing standards of protocols for communications between administrators and establish those protocols, if necessary.
21. Evaluate current hybrid working arrangements within NCDPI.
22. Evaluate general operations of NCDPI.
23. Evaluate professional development opportunities for all staff.
24. Explore ways to reduce expenses.
25. Evaluate utilization and opportunities for historically underutilized businesses.
26. Review and establish guidance for providing legal advice to schools and school districts.
27. Review status of situations with schools and school districts impacted by Hurricane Helene and determine what supports are needed beyond what has already been provided.

GOAL 3

Establish the overarching themes that will serve as a foundation of the strategic plan—*Achieving Educational Excellence*—and the work of NCDPI

Objectives

1. Develop the key themes that will serve as the underpinnings for the work of NCDPI and the strategic plan.
2. Communicate the themes to the SBE, NCDPI staff and the broader community.
3. Encourage support of the themes by the SBE, NCDPI staff and the broader community.

Activities

1. Develop the following as key themes that will serve as the underpinnings for the work of NCDPI and the strategic plan:
 - a) *Achieving Educational Excellence*—the successful combination of high academic achievement, strong character development and striving for excellence, and being the best public school system in the country—will be the overarching vision for North Carolina's public schools.
 - b) The vision will have six pillars:
 - i. Prepare each student for their next phase in life
 - ii. Invest fully in public education
 - iii. Revere public school educators
 - iv. Enhance parent and community support and partnerships
 - v. Ensure safe, secure learning environments
 - vi. Celebrate the good in public education
 - c) We will be excellent in all that we do.
2. Develop a communication plan for the NC Superintendent and others that focuses on these themes
3. Be visible in various community activities and communicate these themes at these events, when appropriate.
4. Develop opportunities for various community members to support these themes.

GOAL 4

Build and enhance meaningful and positive relationships with various communities

Objectives

1. Establish positive and collaborative relationships with staff so that everyone is focused on the above-referenced key themes.
2. Establish positive and collaborative relationships with leadership in various state, local and federal governmental agencies.
3. Establish positive and collaborative relationships with key leadership and members of business, service, civic, non-profit, philanthropic, faith-based, government and political organizations throughout the state.
4. Increase opportunities to promote the image of public education within the state and beyond and to develop advocacy for what is working well.
5. Ensure ongoing, clear and consistent communication with all stakeholders.
6. Establish a positive and open working relationship with the members of the media.

7. Increase personal knowledge and understanding of the State of North Carolina, its varied cultures, traditions, history, issues and expectations for NCDPI.
8. Recognize accomplishments of NCDPI and the SBE.
9. Publicly celebrate attainment of strategies, benchmarks and goals.

Activities

1. Schedule meetings with local school district superintendents and charter school leaders for initial listening and learning sessions. Establish a routine communication protocol with these individuals.
2. Meet with NCDPI staff in formal and informal settings.
3. Schedule meetings with public education organizations that represent various groups of educators (e.g., teachers, principals, administrators, mental health professionals) for initial listening and learning sessions. Establish a routine communication protocol with these individuals.
4. Identify North Carolina's largest corporations, key businesses, colleges and universities, preK-12 public education affinity organizations, foundations, civic and non-profit organizations and their leaders, and their professional organizations and affiliations, then meet with each for an initial listening and learning session. Establish a routine communication protocol with these groups.
5. Schedule meetings with national educational groups (e.g., Council of Chief State School Officers, National Association of State Boards of Education). Establish a routine communication protocol with these groups.
6. Schedule meetings with state associations for county, city and other groups. Establish a routine communication protocol with these groups.
7. Identify key NCDPI strategic partners, then meet with each for an initial listening and learning session. Establish a routine communication protocol with these groups.
8. Identify key churches/synagogues/mosques/congregations, key religious leaders and their professional organizations and affiliations and then meet with each for an initial listening and learning session. Establish a routine communication protocol with these groups.
9. Schedule meetings with various advisory groups of NCDPI and the SBE for an initial listening and learning session. Establish a routine communication protocol with these groups.
10. Schedule meetings with other key community leaders and then meet with each for an initial listening and session. Establish a routine communication protocol with these groups.
11. Attend meetings of key organizations such as various chambers of commerce, non-profit and service clubs/organizations. Establish a routine communication protocol with these groups.
12. Meet with various members of the General Assembly and state governmental leaders. Establish a routine communication protocol with these groups.
13. Schedule meetings with North Carolina's congressional representatives and senators. Establish a routine communication protocol with these individuals.
14. Schedule meetings with Community College and UNC System leadership. Establish a routine communication protocol with these individuals.
15. Schedule meetings with parent organizations. Establish a routine communication protocol.

16. Establish mechanisms to engage with students.
17. Meet with parents/guardians who decided not to enroll their child in NC public schools.
18. Schedule meetings with various state agencies that work closely with NCDPI (e.g., Office of State Budget and Management, Office of Human Resources, Department of Information Technology).
19. Meet with former NC Superintendents and SBE members, as appropriate.
20. Meet with Governor-Elect Josh Stein and Council of State-elect members.
21. Meet with former Council of State members as appropriate.
22. Determine whether to hold routine media briefings and meetings with editorial boards of state and local media.
23. Assure media that they are welcome and encourage communication and reporting that is open and honest. Invite media to all key and significant events.
24. Assess the quality, quantity and effectiveness of all existing forms of communication with various stakeholders:
 - a) SBE
 - b) NCDPI staff
 - c) State legislators
 - d) Council of State members
 - e) Community leaders
 - f) Business leaders
 - g) Faith-based leaders
25. Others.

GOAL 5

Enhance personal understanding of current educational strategies and issues generally

Objectives

1. Become extremely knowledgeable of various educational strategies, legal issues and issues generally.

Activities

1. Review recommended documents on various strategies, legal issues and issues generally.
2. Identify and meet with experts on these issues.
3. Meet with NCDPI/SBE legal advisors on legal issues.

GOAL 6

Enhance personal understanding of NCDPI/SBE special programs, initiatives, legal issues and related issues

Objectives

1. Become extremely knowledgeable of NCDPI/SBE special programs, initiatives, legal issues and related issues.

Activities

1. Review recommended documents on NCDPI/SBE special programs, initiatives, legal issues and related issues.
2. Identify and meet with experts to discuss these issues.

GOAL 7

Enhance personal understanding of NCDPI/SBE current strategic plan, policies and practices

Objectives

1. Become extremely knowledgeable of NCDPI/SBE's current strategic plan, policies and practices.
2. Develop a plan of action for further work on the foregoing.

Activities

1. Review documents created on NCDPI/SBE's current strategic plan, policies and practices.
2. Review documents from prior strategic planning efforts.
3. Review data and results of NCDPI/SBE's current strategic plan, policies and practices.
4. Identify and meet with appropriate stakeholders to understand the current work on the strategic plan, policies and practices.

Completion of the Entry Plan

Upon completion of the activities in this plan, I will report to the SBE and staff on the results. These results will help with the development and implementation of the strategic plan and with dealing with ongoing NCDPI/SBE issues.