

CEO ENTRY PLAN



2023

Prepared by
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CEO ENTRY PLAN INTRODUCTION



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Dear Civitas Community,

I am humbled and honored to serve in the role as CEO of Civitas Education Partners. I come to this role with 18+ years of experience in education as a Teacher, Principal and district leader. As a life-long servant leader, I value continuous improvement, academic outcomes and equitable practice, working relentlessly to ensure excellence through deliberate and consistent action. I drafted this entry plan using the most current research on continuous organizational and instructional improvement and research on how to embed equitable practice to disrupt and dismantle systematic oppression.

The entry plan is organized into three phases whereby I aim to reflect & explore, thoughtfully engage and build an enhanced path forward, together. Throughout the course of this plan, I will provide updates at the end of each phase to the greater community and will host listening tours and feedback sessions where I hope to continue to learn and adjust planning as needed.

I would ask that you begin to think about these foundational questions:

- What words would you use to describe your school/Civitas?
- What are our greatest assets at your school/Civitas?
- What are the opportunities for your network/our network?

I look forward to working with and learning from you for years to come.

Always in your corner,

Joanne Tanner, M.Ed.
Chief Executive Officer



"All students deserve to attend schools that continuously improve."

-Forman et. al.



Core Commitments

CONTINUOUS IMPROVEMENT

I ensure continuous improvement through understanding and support of highly strategic, organized leaders to ensure optimal financial, operational and instructional practice, through deliberate, reflective and consistent action.

ACADEMIC OUTCOMES

I value the unique racial, cognitive, cultural and linguistic diversity of each of our students to drive our collective instructional vision and action to ensure an equitable and appropriate educational experience for every child, every day.

EQUITY, ACCESS & DEVELOPMENT

I ensure the expansion of training and reflective opportunities to identify inequities and work through research-based methods to disrupt and dismantle systematic oppressive practice.

Phase I: Reflect & Explore



Equity-Focused Continuous Improvement

I come to Civitas as an equity-focused leader and thus, anchor this entry plan accordingly in the spirit of equity, access and development. Systematic change takes understanding, time and collective commitment. I vow to take the time to reflect on my own leadership and explore organizational assets, understand historical and political context and investigate practices that may result in inequities. With any change there can be a feeling of loss and even fear. I promise my learning, planning and action will be driven by love and care for our students, staff and community members.



Contextual Understanding

During this time, I will hold extensive conversations with school and network leadership teams, teacher, parent and student leaders. These conversations will help me better understand the historical and political context of the organization, assets and the pivotal opportunities on the horizon. In collaboration with these team members, I will continue to develop this transition plan to ensure continuous operational progress and hire for key positions for the upcoming year.



Policy, Documents & Data Review

Much can be learned from policy, documents and data. I will use this time as an opportunity to read procedural guidance provided by CICS as well as internal Civitas resources. Financial audits, the Collective Bargaining Agreement, contracts, budgets and meeting minutes are a few examples of the artifacts that will be included in this comprehensive review. Most importantly, I will analyze data metrics such as the 5E, Upbeat and Youth Truth surveys, ISBE Report Cards, discipline data and literacy assessments to better understand historical trends.



Phase II: Engagement



Relational Trust Through Engagement

Trust needs space and time to grow. As such, engagement opportunities will be scheduled to meet with stakeholders, build relational trust and gather additional information/context. My aim is to listen deeply and seek to understand the experience and perspective of all stakeholders and community members.

Schools

- Establish close partnership with Principals to understand and assess school improvement planning, including immediate and long-term needs.
- Listen and Learn from Teachers and Union Leaders in groups and one-on-one to understand perspective and needs.
- Meet with students to understand their experience and identify areas of improvement.

Families & Community

- Host focus group meetings with families and establish structures for ongoing engagement and feedback.
- Meet with Parent leaders from each campus.
- Build relationships with key district partners to understand organizational assets.
- Meet with local officials such as Alderman/Alderwomen who support school communities.

Network Support

- Host one-one meetings to understand work-flow and core responsibilities and impeding timelines for school support roles.
- Seek to understand goals for individuals and teams and how those efforts work to serve schools.
- Work collaboratively to identify urgent areas of action for reopening in August 2023.

Governance

- Meet with CICS Board of Directors to review past practice and current or pending committee work and established oversight.
- Identify team members to support with transition planning and establish ongoing checkpoints for collaboration.
- Solicit information and key action items related to Charter Renewal.





Collective Effort = Collective Impact

Only through trust and collaboration can we truly realize the full potential of our network. Our effort and ability to harness our collective actions will determine our overall organizational success. Using the historical Civitas commitments as our guide, we will make strategic strides toward growth and development.

Key Collective Efforts

- **We commit to academic and personal excellence.**
 - Compare entry plan findings and understandings with the "Civitas Education" mission and vision & against the most recent Strategic Plan.
 - Prepare summary of lessons learned and continue to collectively assess the networks operational, financial and instructional practices.
- **We succeed through equity and access.**
 - Publish highlights and areas of growth in areas of instructional equitable practice, curriculum, data and accessibility to programming.
- **We engage in evidence-based practices.**
 - Use findings from entry plan to launch Strategic Planning Committee grounded in culturally responsive research, instructional best practice and organizational development including professional learning, network culture and high leverage investment opportunities.
- **We prioritize civic engagement.**
 - Communicate findings to key stakeholder groups and host and additional round of engagement opportunities including CEO roundtables, advisory groups and student voice committees.



