



A New Chapter for WCSD

Susan Enfield, Ed.D.



Washoe County School District
Every Child, By Name And Face, To GraduationSM

Introduction



Introduction

I feel so fortunate to be a part of the Washoe County School District (WCSD) community. As your superintendent, I am committed to working with you to ensure that all our students are inspired, challenged and prepared to succeed at whatever path they choose for themselves after graduation.

One of my core beliefs is that our school system becomes stronger when we prioritize listening to our students, staff and families. I have spent my first month on the job meeting with staff and community members, and over the next few months I will continue to engage and collaborate with all of you, while also analyzing data to gain a deeper understanding of our district's significant strengths and opportunities for improvement.

Together, we will write this new chapter for WCSD and focus on what matters most—educating our students and strengthening connections within our district and broader community. I have identified three priorities that will guide this initial phase of my superintendency:

Getting back to basics: ALL students are known, challenged and supported to succeed. Our students are at the heart of all we do. Our primary mission is to put the supports in place for our principals to lead their schools, so they in turn can put the conditions in place for our teachers and staff to educate our students. I will ensure that we are all working together each day so our students achieve academic excellence and graduate prepared to become responsible, contributing members of our community.

Building trust: Strong relationships with families and community.

As your superintendent, I will ensure our families and community members feel welcome and heard in our district. With a focus on building and maintaining relationships, I will work with the Board of Trustees and our tremendous staff to make WCSD a trusted organization where two-way communication is the norm.

Creating a healthy, supportive and resilient school system: ALL

staff are valued, engaged and successful. Ensuring staff members have the support they need to be successful is essential. Unfortunately, our district’s per-pupil revenue from the state has not been enough to cover inflation, and is much lower than other governmental agencies in our area. In order to secure better pay and working conditions for teachers and support staff, as well as work on key employment issues that have challenged our district over the past several years, I will collaborate with the state, elected officials and our community to ensure long-term organizational financial health.

I look forward to listening, learning and collaborating with you as we collectively write this next chapter for WCSD—a chapter I am confident will be filled with success stories of students graduating prepared for the bright future of their choice.

Finally, thank you to those of you who have welcomed me so warmly into the WCSD community. I look forward to meeting many more of you in the months ahead, so please feel free to contact me at susan.enfield@washoeschools.net or 775-789-4645.

Here’s to an incredible 2022-23 school year!

Susan Enfield, Ed.D.
Superintendent

WCSD Board of Trustees

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Purpose & Deliverables



Phase I

(August – October 2022)

Listening, Learning & Building Relationships



Phase II

(October – December 2022)

Analyzing Information & Collaborating with Staff



Phase III

(December 2022 – June 2023)

Reporting Results and Launching the Development of Our Strategic Plan

Purpose:

To chart our path forward, I have outlined the strategies I will take to:

- Gather critical information about the needs of our students, staff, families and community.
- Establish strong, collaborative working relationships within the district and community.
- Assess the district’s strengths, challenges and opportunities for improvement.
- Create a community network of contacts and resources that will help WCSD improve.

Deliverables:

- Present Entry Plan at August 9, 2022 Board meeting.
- Share an update at the October 11, 2022 Board meeting.
- Provide a comprehensive summary report to the Board of Trustees and community at the December 13, 2022 Board meeting documenting what I have learned and recommendations for next steps.
- Provide a full schedule of opportunities for continuous feedback, collaboration and engagement.
- Build on the information in the comprehensive summary report and begin the development of a strategic plan in December 2022, to continue through June 2023.
- Provide a comprehensive update during the State of Education address in January/February 2023.



Phase I

Phase I

Listening, Learning and Building Relationships

Our staff come to work each day because they care deeply about the success of our students. Getting to know and hear directly from staff across our district is central to my work as superintendent and will help improve our overall commitment to academic rigor and relevance. I will ensure they are able to communicate directly with me, and schedule multiple opportunities to share suggestions, concerns and celebrations on a regular basis.

Engagement opportunities for staff:

- **School Visits:** I will visit every school in our district with the goal of spending meaningful time at each one. These visits will include listening and observing classroom instructional practices with a focus on grade level expectations. I will be in schools to learn firsthand the progress we are making in our classrooms and discover ways we can more effectively support students, teachers, staff and principals.
- **“Soup with the Supe”:** At least once each month, I will meet informally with staff at one of our schools to hear their ideas, concerns and celebrations. We will enjoy the “soup du jour” during these lunchtime conversations.
- **“Supe Sessions”:** I will meet monthly, after school, with principals and assistant principals in small groups to learn how we can maximize the work being done within our professional learning communities to accelerate student learning while also meaningfully partnering with our families.

**Engagement
Opportunities for Staff,
Students and Families**

**Working Collaboratively
and Effectively with
Employee Association
Partners**

**Connecting with
Community Leaders and
Organizations**

“All of us are working in public education for one reason: to ensure the success of all students.”

- **“Lunch and Learn”:** Once each month, I will invite teams from each of our central office departments to meet with me for informal lunchtime conversations where I can learn from them what they need, and how we can improve our service and support of our schools.
- **Leadership Team:** I will meet monthly with department administrators to learn about progress and challenges and how we can improve support for our departments in order to provide the best support for our schools.

Working collaboratively and effectively with employee association partners:

All of us are working in public education for one reason: to ensure the success of all students. It is essential that we maintain a respectful, trusting and professional collaboration with our employee association leaders. I pledge to lead that work and model a commitment to the values of trust, openness, collaboration and accountability that will be the hallmark of our district. To do this, I will:

- Hold monthly meetings with employee association partners to work through contract implementation and address challenges we face, all with a focus on improving outcomes for our students.
- Make myself available to attend additional employee association meetings.

WCSD Employee Associations and groups include: Washoe School Principals’ Association (WSPA), Association of Professional & Technical Administrators (APTA), Washoe Education Association (WEA), Washoe Education Support Professionals/Nevada State Education Association (WESP), Washoe County School Police Officers’ Association (WCSPPO) and Education Support Professionals who work fewer than 25 hours per week.

Engagement opportunities for our families and students:

Those of us working in WCSD do so in service to our students and families. Listening to, and learning from, our students and families to understand their concerns and hopes for our district is not only critically important, it is also one of my favorite parts of the job.

- **Community Coffee Chats:** These informal monthly gatherings will provide an opportunity for students and families to share ideas about what is working and what we can do better within WCSD. I will host these across all areas of the district to make these gatherings accessible to as many people as possible.
- **Student Advisory Council:** I will participate in Student Advisory Council meetings to hear from students and determine a plan to reach out to more student groups across the district.
- **Town Hall Meetings with Trustees:** I will host town hall meetings with each Trustee to provide families the opportunity to share their input. These town hall meetings will be held across all areas of the district to ensure the meetings are accessible to as many people as possible.

Connecting with community leaders and organizations:

- I will meet with key community and business leaders and their organizations to gather their input for our district's next chapter. The goal is to learn about our established partnerships and explore new ways we can work together to support our students and their families. These meetings will involve leaders from our diverse community including:
 - o Business representatives
 - o Non-profit leaders
 - o Higher education leaders
 - o Faith-based representatives
 - o Representatives from our diverse multicultural community
 - o State, county and municipal elected officials
 - o Nevada Department of Education officials
 - o Superintendents throughout the State of Nevada

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Phase II



Phase II

Analyzing Information and Collaborating with Staff

As I continue to gather information and input from students, staff, families and our community, I will review and analyze the following data to develop a comprehensive summary report with recommendations. The following information will help identify our next steps and serve as another resource to inform our Board of Trustees:

“We will leverage multiple data sources to make informed decisions about system assets and challenges, including areas where opportunity gaps exist and where additional student and staff supports may be needed.”

- **Operational Budget:** Review and begin to analyze the annual operating budget to ensure budget decisions are aligned to our district’s strategic plan goals and objectives.
- **Grant and Funding Structures:** Review grant and general funding structures, including ESSER I, II and III, as well as enrollment trend data to assess the district’s short- and long-term financial landscape.
- **Organizational Structures and Staffing Data:** Review organizational structures and staffing data to identify strengths and opportunities for improved efficiency, communication and student success.
- **Student Data:** Begin to review and analyze student data in context to assess academic strengths, challenges and inequities. Leverage multiple data sources (assessments, attendance, behavior, disproportionality metrics, student voice, etc.) to make informed decisions about system assets and challenges, including areas where opportunity gaps exist and where additional student and staff supports may be needed.
- **Processes and Systems:** Begin to review processes and systems that guide the distribution of resources and ensure that the allocation of resources aligns with student needs.

- **Professional Learning and Professional Learning Communities:**

Begin to review and assess employee professional learning plans to ensure teachers and staff are empowered with opportunities to continuously improve.

Additionally, while our district's success in balancing the general fund budget after many years of deficits was a necessary step towards financial and organizational stability, the limited funding has also prevented the district from fully investing in important programming and the needs of our students. For example, the district has not had the funding to reverse increases to class sizes it had to institute six years ago. Departments and schools are struggling to adequately provide services after the elimination of many positions over the last six years. Analysis of the level of funding needed to restore these reductions and address the wage gap for many of our employees is needed.

I will ensure we are collaborating with the governor's office, local and federal legislative delegations, state officials and our community to ensure long-term organizational financial health so we are better able to solve key employment issues that have challenged our district over the past several years. In the coming months, I will be working with our Board of Trustees, with support from district staff, to establish a legislative platform for the upcoming legislative session in 2023. I will take every opportunity to advocate for the resources our WCSD students, and students across the state of Nevada, need and deserve.

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Phase III



Phase III

Reporting Results and Launching the Development of Our Strategic Plan

Reporting Findings and Observations:

I will present a comprehensive summary report to the Board of Trustees and community at our December 13, 2022 Board meeting, documenting what I have learned and providing recommendations to guide the development of our district's new strategic plan. This comprehensive summary report will be available at www.washoeschools.net/entryplan. I will also present a comprehensive update during the WCSD State of Education address in January/February 2023.

Launch Strategic Plan:

Using the findings from the summary report, we will launch an extensive strategic planning process in December 2022, culminating with the adoption of our new plan by the Board of Trustees in June 2023.

Essential to the strategic plan development will be extensive community engagement involving our families, students, staff and community in defining what our shared hopes are for our children. Our goal will be to engage stakeholders in innovative ways, including partnering with community-based organizations and social media.

In the coming months, we will announce a robust, innovative plan to gather stakeholder input. Please watch for further information about this work.

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Conclusion

As we write this new chapter in WCSD and focus on what matters most—educating our students—I am filled with tremendous hope and excitement for all we will accomplish together. We have a solid foundation to build upon thanks to the dedication of our staff and the support of our community. We also have the opportunity and responsibility to improve our school system so all students graduate prepared for whatever path they choose for themselves. I promise to communicate with you on our progress, own our mistakes when we make them and always celebrate the successes of our students and staff.

I am proud and grateful to be serving as your superintendent. WCSD is a district on the rise and the best is yet to come.

Susan Enfield, Ed.D.
Superintendent

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