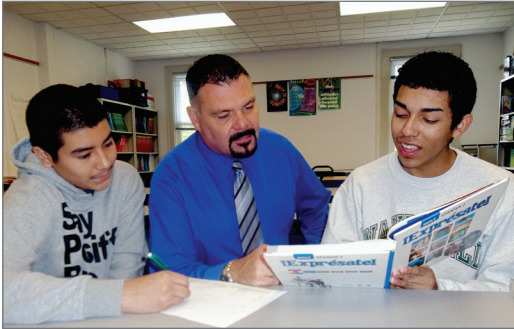


# Becoming Administrator of New Directions: Leading through Collaboration and Communication



**Chip Bonar, Administrator**  
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After being part of the New Directions Alternative High School program for 12 years, my entry plan focuses on the transition from instructional lead teacher and administrative assistant to administrator. This plan builds on my experience with the program and former administrator Marguarite Gooden, and on my relationships with members of the New Directions community, focusing on three important goals:

- To provide a rigorous, engaging academic program utilizing a small, structured, responsive academic approach to meet the social, emotional, and academic needs of every student.
- To hire and retain highly qualified staff and to nurture a collaborative, stable, cohesive team where teachers and Arlington Court Services work together to achieve what could not be accomplished alone.
- To foster a school climate of open, consistent communication among students, staff, parents, Court Services, group homes, and the Department of Human Services (DHS) to build effective relationships.

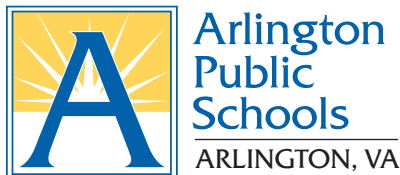
The plan is designed so that it is targeted to constituency groups within the New Directions community with specific objectives and activities for each constituency. The plan is flexible and will address concerns as they arise; it is not meant to be an all-inclusive list.

I look forward to working with the New Directions community to ensure our students' success.

Sincerely,

*Chip Bonar*

Chip Bonar, Administrator



## Selected Activities to Implement Goals, by Constituency Group

Constituency	Introductory Activities: Summer through early September	Mid-transition Activities: September until early November	Late Transition Activities: Early November forward
<b>Students</b>	<ul style="list-style-type: none"> <li>Welcome letter to students</li> <li>Assist in transition of new families</li> <li>Meet individually with each student</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>Student Satisfaction Survey 2011-12</li> <li>Student test data 2011-12</li> <li>Student Handbook</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What do students like most about New Directions?</li> <li>What would they like to change?</li> </ul>	<ul style="list-style-type: none"> <li>Written communications to encourage students</li> <li>Observe class instruction</li> <li>Assess transition of new students</li> <li>Observe class breaks, lunch activities, and dismissal interactions</li> <li>Celebrate student success</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>Behavior Modification Plan</li> <li>Beginning of year assessments</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>Are students engaged and enjoying classes?</li> <li>Is bullying a problem?</li> </ul>	<ul style="list-style-type: none"> <li>Engage students at arrival, lunch, and dismissal</li> <li>Conduct student satisfaction surveys</li> <li>Do daily “walk throughs” to observe instruction and school environment</li> <li>Celebrate student success</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>Student progress reports</li> <li>New Directions improvement plans (NIPs)</li> <li>Senior New Direction improvement plans (SNIPs)</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>Does every senior have a mentor and a post-secondary plan?</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>Write welcome letter to all staff</li> <li>Informally interview individual staff</li> <li>Establish an open-door policy</li> <li>Collaborate with teachers on curriculum mapping and planning</li> <li>Analyze 2011-12 data with instructional lead teacher (ILT)</li> <li>Collaborate with staff to plan professional development</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>2011-12 School Management Plan</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What are the individual strengths of each staff member?</li> </ul>	<ul style="list-style-type: none"> <li>Review new teacher evaluation plan</li> <li>Observe and confer with teachers</li> <li>Encourage peer observations</li> <li>Encourage assessment of student work collaboratively</li> <li>Meet monthly with ILT</li> <li>Celebrate staff success</li> </ul> <p><b>Document Review:</b></p> <ul style="list-style-type: none"> <li>Staff Satisfaction Surveys</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What is the best way for the administrator to communicate with staff?</li> <li>What procedures established at the beginning of the year need to be revised?</li> </ul>	<ul style="list-style-type: none"> <li>Midyear evaluation of the administrator by staff</li> <li>Analyze student data with ILT</li> <li>Realign professional development with current staff needs</li> <li>Conduct staff satisfaction survey</li> <li>Celebrate staff success</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>Student work</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>How do resources need to be realigned?</li> <li>What support does staff need to operate as a professional learning community?</li> <li>Do teachers need more help from content specialists?</li> </ul>
<b>Parents</b>	<ul style="list-style-type: none"> <li>Schedule “meet and greet” session with parents</li> <li>Establish open-door policy</li> <li>Promote Back to School Night</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>Parent Satisfaction Survey</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What expectations do the parents have of the new administrator?</li> </ul>	<ul style="list-style-type: none"> <li>Be available after school for informal chats</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>Parent comments and suggestions</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>How do parents like to communicate with the administrator?</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Parent Satisfaction Surveys</li> </ul> <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>Parent comments and suggestions</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What do parents feel are the strengths of the school?</li> <li>What do they feel are the challenges?</li> </ul>

## Selected Activities to Implement Goals, by Constituency Group (cont'd.)

Constituency	Introductory Activities: Summer through early September	Mid-transition Activities: September until early November	Late Transition Activities: Early November forward
<b>Court Services, Group Homes, Girls Outreach, Department of Human Services (DHS)</b>	<ul style="list-style-type: none"> <li>Disseminate information about appointment</li> <li>Invite constituents to administrator chat/ coffee</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What expectations do Court Services and staffs have of the new administrator?</li> </ul>	<ul style="list-style-type: none"> <li>Meet with probation officer and staff supervisors</li> <li>Continue administrator chat/coffee as needed</li> <li>Attend court hearings as needed</li> <li>Attend staffings as needed</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>How could our partnerships be improved to enhance social, emotional, and academic needs of our students?</li> </ul>	<ul style="list-style-type: none"> <li>Open door policy</li> <li>Attend court hearings as needed</li> <li>Attend staffings as needed</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What do probation officers and staffs feel are the strengths of the school?</li> <li>What do they feel are the challenges?</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>Disseminate information about appointment</li> <li>Invite partner representatives to administrator chat/coffee</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What are the community organizations located in our school neighborhood?</li> </ul>	<ul style="list-style-type: none"> <li>Meet with representatives of partnering organizations.</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>How could our partnerships be improved to enhance social, emotional, and academic needs of our students?</li> </ul>	<ul style="list-style-type: none"> <li>Participate in community functions hosted by civic and community groups.</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>What are the community assets that could be utilized by our students?</li> </ul>
<b>Superintendent and Senior Staff</b>	<ul style="list-style-type: none"> <li>Attend introductory meetings.</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>Preferred means of communication.</li> </ul>	<ul style="list-style-type: none"> <li>Invite superintendent and senior staff to school events.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate needs and goals on an ongoing basis.</li> </ul>
<b>Departments of Instruction and Student Services</b>	<ul style="list-style-type: none"> <li>Attend summer training related to new initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Schedule meetings with curriculum supervisors and directors from Departments of Instruction and Student Services.</li> </ul>	<ul style="list-style-type: none"> <li>Invite Departments of Instruction and Student Services staff to visit New Directions.</li> </ul>
<b>Feeder Schools</b>	<ul style="list-style-type: none"> <li>Visit Washington-Lee, Wakefield, Yorktown, and H-B Woodlawn and meet with the administrators.</li> </ul>	<ul style="list-style-type: none"> <li>Establish channels of communication.</li> </ul> <p><b>Find out:</b></p> <ul style="list-style-type: none"> <li>How are New Directions students doing upon returning to the home schools?</li> </ul>	<ul style="list-style-type: none"> <li>Attend concerts, theatrical presentations, and athletic events at the schools where are former students attend.</li> </ul>

## Objectives by Constituency Group

Constituency	Objectives
New Directions Students	<ul style="list-style-type: none"> <li>• Increase opportunities for communication and engagement between students and the administrator.</li> </ul>
New Directions Staff	<ul style="list-style-type: none"> <li>• Establish and strengthen collaborative relationships based on open communication, shared interests, and respect.</li> </ul>
New Directions Parents	<ul style="list-style-type: none"> <li>• Strengthen relationships with parents so that they understand that they are welcomed as partners in the academic, emotional, and social growth of all students at New Directions.</li> </ul>
Court Services - Group Homes - Girls Outreach - Department of Human Services (DHS)	<ul style="list-style-type: none"> <li>• Establish and strengthen collaborative relationships based on open communication, shared interests, and respect.</li> </ul>
Members of the Community	<ul style="list-style-type: none"> <li>• Establish, build, and nurture relationships with community members to encourage them to support and become advocates for New Directions students.</li> </ul>
Superintendent and APS Senior Staff	<ul style="list-style-type: none"> <li>• Establish effective professional relationships with the Superintendent and members of the Senior Staff.</li> </ul>
Department of Instruction & Student Services	<ul style="list-style-type: none"> <li>• Strengthen collaborative working relationships with instructional supervisors, directors, and staff to improve the instructional program at New Directions.</li> </ul>
Feeder Schools	<ul style="list-style-type: none"> <li>• Maintain and enhance successful partnerships with the administrators at Washington-Lee, Wakefield, Yorktown, and H-B Woodlawn to provide the best possible educational continuum for New Directions students.</li> </ul>

