

## Superintendent Dr. Antonio Shelton - Entry Plan

I am pleased to present my 90-day entry plan to our educational partners, including parents, staff, students and community members, in Malibu and Santa Monica.

### Philosophy of Educational Leadership

I believe that all students should be given the access and opportunity to excel academically, socially and emotionally. It is our duty as educators to meet each student's individual needs. I also believe that a prosperous school community is built on and sustained through setting clear results-driven goals, creating a district culture of high expectations, leading with a sense of urgency, and promoting collaboration amongst all community partners.

It is important that the superintendent remains focused and persistent to be an effective leader. They must always treat people with respect and courtesy, be fair and honest, and value the ideas and opinions of others. Both certificated and classified management must also hold themselves to these high standards as leaders within the system. I believe that good education leaders are decisive, dedicated to excellence, and cooperative, but willing to make difficult decisions when necessary.

The superintendent must cultivate a strong relationship with the school board. This relationship will foster and ensure that the focus of the leadership team remains on the academic success, social-emotional learning, and student-centered district goals, which will ultimately lead to student excellence.



### Core Beliefs

**Equity:** Establish an institutional process to encourage and promote reflection, learning, and unveiling of systemic barriers to teaching and learning for historically marginalized students.

**Instruction:** Establish and embed cross cultural and 21st-century project-based learning as a part of SMMUSD curriculum as a student engagement strategy, while also implementing the Social Justice Standards and American Culture and Ethnic Studies (ACES).

**Collaboration:** Establish a strong relationship with both SEIU, SMMCTA, students, parents, and educational partners to ensure the academic, social-emotional, and well-being of all students who attend SMMUSD schools.

**Continuous Improvement:** Establish a culture of shared accountability and responsibility, which will require leaders to establish processes that drive continuous improvement amongst staff members in various departments and at school sites.



## 90-Day Plan > Phase 1

### Meet with district and educational partners

- Meet with school board members individually
  - Review school board's current mission and goals
  - Gather feedback from the school board on areas of improvement
  - Review past board agendas and minutes
- Meet with district administration and staff
- Begin visits to all campuses
  - Meet with principals and ask for status reports on accountability, budget, and personnel
  - Meet with educators at all campuses
  - Meet with all department managers
  - Meet with both SEIU chief and SMMCTA president
- Secure calendar of extracurricular events
- Review and address concerns from personnel
- Establish meet and greets in both Santa Monica and Malibu with community groups

### Review budget

- Review revenue projections and expenditures
- Examine cost-saving measures
- Continue commitment to strong fiscal stewardship

### Accountability

Review data of each school campus  
Review areas of promise that may exist at sites related to data

## 90-Day Plan > Phase 2

### Continue weekly meetings with district leadership

- Follow-up with all state and federal reports due
- Update on special education needs and requirements
- Update on English learner needs and requirements

### Meet with community partners

- City Managers - Santa Monica and Malibu
- Santa Monica College President
- Executive director of Santa Monica Education Foundation
- Malibu fundraising leaders
- PTSA Council president and attend monthly council meetings
- Santa Monica Police Chief and Los Angeles Sheriff Lost Hills Captain
- Other local family and youth-oriented organizations

### Review last three years financial audits

- Review current programs
- Start process of identifying savings

### Review current legal cases

Review status, process, and pathway to unification for Malibu

## 90-Day Plan > Phase 3

### Review status of accountability and curriculum issues Short-and long-term needs assessment:

- Facilities
- Technology
- Personnel
- Curriculum

### Financial forecast

Staff development plans for 2023-24

### Review district calendar

Make a list of current projects and future needs facing our district

Goal-setting workshop with school board to review and / or adjust plans





## Conclusion

Community engagement will be key to our district's success and ultimately the success of our students in our classrooms. I ask that our educational partners work with us to provide the best opportunities for our students, and you can do this by supporting our classified and certificated staff who are in the classrooms and serving our campuses. I will visit, speak with, and collaborate with our faculty, staff, administrators, students, and partners in education, to meet the diverse needs of all students.

As your superintendent, I will take a deep dive into the operations and systems that are in place to see how we can improve and grow what has been established here. While working with the Board of Education, I will focus on providing a viable curriculum and strong instructional practices that engage all students. This can be accomplished through trust and cooperation with our staff. We have the potential to be excellent in every way if we unite to meet the needs of all of our students and help our students find their voice and path to success in our schools. I look forward to creating wonderful opportunities for all members of our great school community.





SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT

## Superintendent's Message: Student Focus = Student Success

June 1, 2023

Dear Parents, Guardians, Staff, Students and Community,

I am truly excited and humbled to serve as superintendent of the Santa Monica-Malibu Unified School District. As a current member of this amazing school community, I believe that we can continue to perform at a high level. This district is truly a gem in the Los Angeles area and in the state of California. I hope to inspire students and staff to continue being the shining light that we have been since our inception.

I want to thank the members of the school board for trusting my 23 years of experience as an educator and 18 years as an administrator to lead this wonderful district. It is an honor to have been chosen to lead a district that is on the move. I will accept the responsibilities placed before me and lead to the best of my ability with the support of the entire school community.

It is my goal to get to know as many of our educational partners as possible. Listening and learning will optimize my ability to support our students, staff and school community. I want to strengthen our relationships with community partners in both Malibu and Santa Monica, while building upon the work that our very capable and trusted certificated and classified staff has already done.

I look forward to working to ensure sound fiscal stewardship and transparency as we make financial decisions based on data and research. Use systems that have been established to give us a clear picture of our financial state and how we can improve our forecast to meet the needs of our students.

I will remain committed to the work that we have started collectively, and review those areas that may need further support or reimagining to ensure that our students and staff are supported. Our innovative, diverse, and creative school district will continue to engage our staff and community in challenging conversations that will lead to a more equitable system where all students are heard, seen, and engaged in the learning process.

Throughout our journey as a school community, I ask that you support me as we continue our focus on academic success for all students, professional growth for our staff members, and to use data to drive our instructional practices in the classrooms, while also creating intervention opportunities for those students needing additional support. I also believe we are moving in the right direction as it relates to our English Learners and I believe we will continue to grow our number of students being reclassified. These are just a few of the focus areas that I know and believe we will continue to be focused on.

I want to build consensus with our educational partners that will allow us to support our excellent school district to ensure that all students are getting the best educational opportunities possible. With your support, belief in our ability to take on challenging task, and create avenues for student engagement we will accomplish these goals.

Thank you again to the Santa Monica-Malibu community for this opportunity to serve as your superintendent. I envision a journey ahead with collaboration and community built on trust between myself and the educational partners of SMMUSD. I look forward to leading the Santa Monica-Malibu Unified School District community, its faculty, staff, and students to greater heights.

Sincerely,

**Dr. Antonio Shelton, Superintendent, SMMUSD**

